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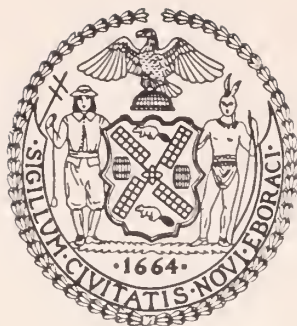


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BRONX PLAN 1968-72

A REPORT ON THE BRONX MODEL CITIES NEIGHBORHOOD





CITY OF NEW YORK
Office of the Mayor
Model Cities Administration
John V. Lindsay, Mayor
Joseph B. Williams, Administrator
Victor Marrero, Assistant Administrator / Neighborhood Director



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A REPORT ON THE BRONX MODEL CITIES NEIGHBORHOOD
prepared by the office of Jonas Vizbaras, Architect, planning consultant.

May 1, 1972

We publish this report with great pride as evidence of the vast progress Bronx Model Cities has made since its origin four years ago. Having overcome the turmoil and division that marred its early growth, Bronx Model Cities today can boast a successful model of what the program was conceived to be: community planning, determination and advocacy for local priorities by the neighborhood, coordination of public services and resources, meaningful citizen involvement in official decision-making and fruitful collaboration between government and community.

The combination of these elements has produced in the Model Cities Neighborhood many of the results intended, both tangible and intangible—reduction of blight, improvement of housing and education, creation of jobs and career opportunities, raising of hope and generally betterment of the lives of many neighborhood residents.

These achievements are a major tribute to the work of many dedicated people, most of them from the community itself, who have labored with relentless energy over the past four years to realize for the neighborhood the promises of Model Cities.

Of course, we have by no means truly erected a "Model City" in the South Bronx. Our gains are small and greatly overshadowed by the total need. We cannot allow them to blind us to reality. The vast majority of the neighborhood has not been touched by Model Cities at all. Indeed, there are areas in the neighborhood where conditions are worse today than they were four years ago.

But the Model Cities Program was not designed to achieve a complete transformation of a bleak neighborhood into a shiny new city. Rather, its mission was to demonstrate that by concentrating and coordinating public and private resources and meaningfully involving its citizens in the process, conditions in the Model Cities neighborhood could be significantly improved.

We are convinced that within the bounds of the limited resources available—meager in comparison to the neighborhood's monumental problems—the demonstration on the whole has been successful in the South Bronx.

The residents of the Model Neighborhood are now looking ahead, beyond experiments and demonstration, hoping that our experience, and the workable model we have organized for community development on diverse fronts, will be adopted as the charter for a genuine commitment to uplifting the neighborhood on the scale that will make it a real model community. We know it can be done.



Victor Marrero
Assistant Administrator/Neighborhood Director
Bronx Model Cities



George Rodriguez
Chairman
Bronx Model Cities Policy Committee



Hon. John V. Lindsay,
Mayor
New York City



Hon. Joseph B. Williams,
Administrator
N.Y.C. Model Cities Administration

The Bronx Model Cities Neighborhood

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The Bronx Model Cities Neighborhood

Model Cities programs have provided the most comprehensive basis for urban redevelopment to be enacted by Congress. In the South Bronx they are entering their third "action" year in 1972. Since the inauguration of the programs in New York City a wealth of Bronx Model Cities planning and coordinating activity has been conducted to form a groundwork for current and future projects.

The purpose of this volume is to provide an over-view of Bronx Model Cities' activities from 1967 to 1972. Not simply a catalogue of accomplishments, the volume details Bronx Model Cities' Funded Programs and, equally important, portrays the dynamics of direct community involvement in comprehensive urban planning, innovative social action and physical development.

The U.S. Department of Housing and Urban Development, which administers Model Cities Supplemental Funds, sketches Model Cities in a recent *Statistical Yearbook*:

Title I of the Demonstration Cities and Metropolitan Development Act of 1966 (Public Law 89-754) authorizes a program of financial assistance to help cities plan, administer and carry out coordinated physical and social programs to improve the environment and the general welfare of people living in slum and blighted areas. Federal grants are authorized to cover up to 80 per cent of the cost of planning and developing Model City programs.

With the completion of a sound comprehensive plan, a Model City becomes eligible for supplementary grants to carry out special projects or activities and to supplement the assistance available under other grant-in-aid programs.

This program went into initial operation in the Spring and Summer of 1967. During 1968 and 1969 the Model Cities program has concentrated on the planning phase. Seventy-five cities which entered the program late in 1967 and early in 1968 completed their year of planning and began entering the "action" phase of the program during 1969.

Positive action has long been an imperative in the inner-city and Model Cities programs evolved within a broad context of immediate need. In the 1960s, for example, urban decline in America—grossly represented in the South Bronx by its enormity and contrast with suburban affluence—reached crisis proportions. Demands for wide-reaching, unified and locally monitored treatment were manifest in the streets and town halls of many urban centers of the country.

To meet a growing need, Model Cities was designed by Congress as a broad-spectrum, five-year experiment. In drawing up the experiment Congress believed that residents could offer the penetrating insights necessary for generating new and improved social and physical development program approaches.

Accordingly, Neighborhoods designated under the program have had to identify the greatest problems, establish priorities and plan remedies. To accomplish these tasks, local efforts have received funding and technical support from city and federal agencies. The job now and in the future is primarily for the operating agencies of local government to schedule and implement the Neighborhood's action plans. During implementation, Neighborhood residents are assured clear and direct access to the decision making process.

Neighborhood planning efforts—one of Model Cities' principal functions—consider and help coordinate the sundry federal, state and city programs operating within Neighborhood boundaries. Through Model Cities' Funded Programs (described in Part I) Model Cities Neighborhoods have the capacity to request federal funds with which to supplement the ongoing programs of local government to permit them to perform optimally. The funds, which also support special programs advocated and initiated by the Neighborhood, are made available upon approval through the U.S. Department of Housing and Urban Development.

By Congressional aim, Model Cities' success depends upon improved and coordinated delivery of services which remain the responsibility of local government agencies. Model Cities itself is neither builder nor (direct)



service deliverer. Rather, through Model Cities' planning, coordinating and funding-assistance, direct implementation by city agencies is expedited to the heart of American cities. At the end of its experimental term Model Cities' funding programs and planning methods should give positive direction to future assaults on urban blight in American cities.

With this hope three localities within New York City—the South Bronx, Harlem-East Harlem and Central Brooklyn—were designated in 1967 as Model Cities Neighborhoods. A general schedule called for a two-step progression: An initial period of Neighborhood organization and intensive and comprehensive planning, followed by a five-year coordination (from July 1969 through June 1974) of program-implementation and forecasting for the future.

The Bronx Model Neighborhood

More than 250,000 citizens live together within the South Bronx Model Cities Neighborhood—a 1500-acre area across the Harlem River from upper Manhattan. Its population makes it larger than many cities in the country, though its congested density indicates far more stacking and cramming than acceptable in most American cities. One-third the acreage is occupied by residences. About 700 acres is consumed by streets and highways, 140 acres by business and industry and another 120 acres by schools, parks and other community facilities.

Nearly 60 per cent of the residents are of Puerto Rican extraction. This ethnic community represents the latest of many waves of immigrants into the area over the past 100 years. Like their predecessors, Puerto Ricans are beset by economic and (English) language difficulties. The remaining population, about 35 per cent black and five per cent white, also balances on the poverty line.

The housing picture reveals that fully 80 per cent of the residential structures are substandard. The housing situation is representative of thoroughly depressing physical surroundings. Almost half of the 85,000 total apartments were built between 1895 and 1915. New developments, approximately 9000 high-rise public housing apartments built in the 1950s and 1960s, have not altered a generally dismal condition. The Neighborhood has suffered greatly from neglect. By the time Model Cities was organized, ubiquitous "unemployment" and crime and fire and filth and decay, like riders of the apocalypse, had practically overwhelmed the Neighborhood.

The essence of Model Cities' task, then, has been to attack a host of troubles with a locally initiated, comprehensive strategy. Federal Urban Renewal programs of the early 1960s, though successful in some places, were never designed for a truly comprehensive approach over extensive areas. Nor was community participation brought up to desirable levels.

In New York City Mayor John V. Lindsay has cultivated Neighborhood

involvement and decentralization more than was done in many cities. To get the program on its feet, the Mayor in November, 1967 appointed a city-wide Model Cities Committee, chaired by the head of the City Planning Commission. Other members were heads of the city's Human Resources Administration, Council Against Poverty, Bureau of the Budget, Housing and Development Administration and Housing Authority. The Mayor also appointed directors for the Model Cities Neighborhoods upon recommendation from panels of Neighborhood citizens.

To realize a high degree of citizen participation, Neighborhood policy and planning committees were formed. In the South Bronx members were selected from six Neighborhood-wide voting districts. Balloting took place in October, 1968 and 12 representatives from each district were chosen. The three receiving the highest number of votes in each district and five persons designated by community action organizations formed the Bronx Model Neighborhood Policy Committee. The organizations represented were the Morrisania Community Corporation, South Bronx Community Corporation, Mott Haven Plan Committee, Hunts Point Community Corporation and the Hunts Point Multi-Service Center.

The Policy Committee reviews and approves all Bronx Model Cities' Funded Programs in the areas of physical development, education, multi-services, safety and sanitation. The committee also sets priorities in the allocation of Supplemental Funds to the programs. Once operational, programs are monitored by the committee for possible re-evaluation of appropriations.

Subcommittees of the Planning Committee were assigned the task of developing overall proposals in numerous areas of social action and physical development. The proposals which evolved have taken into account all projects begun by city agencies and have anticipated projects to be started under the initial auspices of Model Cities programs. The process by which the Neighborhood's goals and objectives were formulated for each project-proposal represents an attempt to fulfill a commitment to community-government cooperation.

The planning efforts of the Physical Development Subcommittee exemplify this initial process: A team of Neighborhood planning consultants under Jonas Vizbaras, architect, prepared detailed "Planning Information Papers" and worked hand-in-glove with the subcommittee. Using the research information, the subcommittee designed a *Physical Development Plan* (discussed in Part II). This document describes optimum plans for physical development through fiscal years 1969-1974 and, published in August, 1969 as part of the *Bronx Plan*, forms a handy reference. The *Physical Development Plan* was approved by the Policy Committee, submitted to the city-wide Model Cities Committee and approved by the City Planning Commission. The documents published in the *Bronx Plan* embodied the requirements for

program approval by the federal government and, as such, were determined feasible by the city Board of Estimate. The U.S. Department of Housing and Urban Development gave the comprehensive plan a final approval in June, 1969.

Subcommittees were formed for all areas of physical development and social action and their proposals for Supplemental Fund programs passed through similar stages. Guided by much locally generated information, the subcommittees conferred intensively week nights and through week-ends over several months. Also of help were the insights of liaison field workers from city agencies and a community "Needs Analysis," prepared by the city Model Cities office. At the end the subcommittees themselves evolved two-dozen programs designed specially to meet the social and physical problems of the South Bronx. This background of personal commitment by Neighborhood residents, reflecting a faculty for community self-determination, has made program operations effective.

In April, 1970 Mayor Lindsay established the Model Cities Administration, appointing Joseph B. Williams to head the new city agency. Neighborhood directors were promoted to the rank of assistant administrator in the Model Cities Administration—further underscoring the city's dedication to the Neighborhoods.

Victor Marrero, upon recommendation by the Bronx Model Cities Policy Committee, was appointed as Bronx Model Neighborhood Director. He appointed as deputy directors Jorge Batista, responsible for program planning and implementation and Frazier Davidson, in charge of office and program administration. Marva Kester was named to coordinate planning and implementation of Social Action Programs and Albert D'Avanzo to head physical planning efforts.

A second Model Cities Neighborhood election was held in May, 1971. Under the guidelines, 12 members of the original Policy Committee were retained, with 18 seats opened for new members. Of the new membership, three age-groups are represented by six members each—youth, adult and senior citizen. An additional five members of the committee represent business, religion, education, health and social welfare and were appointed by the Model Cities Administrator. The chairmen of the community corporations serving the Neighborhood also serve as members, while all elected local officials whose election district encompasses any part of the Model Neighborhood may serve as *ex-officio*, non-voting members. The members of the new Policy Committee are listed below by Neighborhood district and representative categories.

Bronx Model Cities Policy Committee

The elected Policy Committee members by district:

District I: Adult representatives, Genevieve S. Brooks, June Salters, Veralyne Hamilton; Youth, Malcolm Armstrong; and Senior Citizen, Elroy C. Thornton.

District II: Adult, Melvin Lopez, Luis Nine, Felina Lopez; Youth, Hector Claves, Jr.; and Senior Citizen, Hermino Ortiz.

District III: Adult, Laura Vallerino, Rev. Louis Gigante, Frank Santana; Youth, Jose Ruiz; and Senior Citizen, Vincente Velez.

District IV: Adult, Margarita Noguerras, Rev. Roberto Gonzalez, Juan Rivera; Youth, Pedro Guilbe; and Senior Citizen, Antonio Moran.

District V: Adult, Alba Marrero, George Rodriguez, Ruben Rios; Youth, Hector Rivera; and Senior Citizen, Estervina Barbosa.

District VI: Adult, Mary Bridgewater, Heriberto Cora, Jose Caraballo; Youth, Nellie Rosado; and Senior Citizen, Antonio Rodriguez.

Representatives from the community corporations: Mr. Santos Alvarez, Chairman, Morrisania Community Corporation; Mr. Jose Serrano, Chairman, South Bronx Community Corporation; Mr. Ramon Velez, Chairman, Hunts Point Community Corporation; Mr. Paul Mejias, Chairman, Hunts Point Multi-Service Center; and Mr. Ralph Alvarado, Chairman, Mott Haven Planning Committee.

Appointed from special interest groups: Health, Dr. Jacob Friedman; business, Mr. Astor Concepcion; religion, Rev. Eugene Shelley; social welfare, Albert Goodman.

Ex officio members: Hon. Herman Badillo, Congressman; Hon. James J. Scheuer, Congressman; Hon. Robert Garcia, State Senator; Hon. Armando Montano, Assemblyman; Hon. Manuel Ramos, Assemblyman; Hon. Barry Salman, City Council; and Hon. Muriel Stromberg, City Council.



Policy Committee and Officers



Emergency Repairs



Youth Tutorial



Day Care



Health Careers Training



Housing Assistance



Ambulatory Detoxification



Recreation



Sanitation



Fire Cadet



Open Space



Authority Community Service Officer



Work Release Centers



Career Opportunities



Parent Leadership Training



Drug Abuse Centers



Housing Maintenance



Construction Subsidy



Around-the-Clock Schools



Police Community Service Officer

PART I

Model Cities' Funded Programs

The question *how* one lives is as important as *where*. The interplay between the social and physical realms of community environment makes them advance or decline together. In devising Supplemental Fund programs, therefore, Bronx Model Cities subcommittees planned social action programs side-by-side programs for physical development.

Model Cities Supplemental Funds give muscle to Neighborhood programs, while program plans, drawn up by community residents, give posture and direction to Neighborhood advocacy and coordinating activities which help steer program implementation by city agencies. Community involvement beyond the initial planning phase continues, as community representatives meet with city agencies to insure that the merits of various programs are understood and implemented as intended by the Model Neighborhood.

Usually, little advocacy is needed in this area because the need for effective programs is widely agreed upon and city agencies are eager to have the opportunity to put Model Cities Funds to work. Significantly, however, the agencies are obliged to reach agreement with Bronx Model Neighborhood representatives on decisions affecting implementation. Once Supplemental Funds are allocated by the United States Department of Housing and Urban Development for use by a city agency, the Neighborhood's participation continues in a monitoring capacity. Designated agencies directly receive and administer the monies in a guardian relationship to the Model Neighborhood.

Each Model Cities program described below is put into effect by a city agency and becomes, in practice, a special service assignment for it. In this way the knowledge and experience within operating city agencies is fully utilized.

CHAPTER 1

Social Action Programs

Bronx Model Neighborhood Social Action Programs stress both personal advancement of community members and service to the community as a whole. Within that context, "career-ladder" training programs and other community service programs form two general categories of social involvement. As a guide to reading this chapter, programs in safety and sanitation and in technical, clerical and professional opportunities are discussed under career ladder training, while programs in education, recreation, health and delinquency-rehabilitation are elaborated under community service programs.

The expression "career ladder" refers to the job-rung structure of Civil Service positions. A goal of many programs is to afford residents the chance to complete a requisite high school diploma, to pass Civil Service exams and to gain advancement on the Civil Service career ladder.

Four career ladder programs are designed to meet the safety and sanitation needs manifest in high crime rates, inadequate garbage disposal, general clean-up services and fires which have been rampant, especially in the Neighborhood's numerous, abandoned tenements.

Police Community Service Officer

This program prepares local residents to qualify in the Civil Service exam for patrolmen. The program is designed also to increase minority group representation on the police force, to improve community police relations and to provide Neighborhood residents with a career ladder in police work. The implementing agency is the New York City Police Department. The program was allocated some \$1-million in Model Cities Supplemental Funds and began operating in the Bronx in August, 1971.

During the first six months of training, spent at the Police Academy, cadets received intensive coursework to prepare for high school and Civil Service exams. In February of this year 72 Community Service Officers were graduated from the Police Academy and assigned to their Neighborhood.

Their next phase of training in the program will include 15 months of training during which half-a-day will be spent in the community on patrol

duty. The other half-day will be spent at the Academy, where they will be familiarized with law, police procedures and methods to deal with situations which arise in the course of duty.

Housing Authority Community Service Officer

This program, begun in September, 1971 provides youth of the Model Neighborhood with career ladder employment in public housing police work. Bronx Model Cities allocated to it \$523,426 from Supplemental Funds. The Housing Authority is the implementing agency.

The program has approximately 50 aides currently undergoing the first phase of a fifteen month training period.

During the first six months of instruction, aides are given physical training and lectures on how to deal with situations which arise during tours of duty. They are also given classes towards a High School Equivalency Diploma. In the remaining term of training aides will be on patrol and be given advanced courses in police work. Career ladders for entry into the Housing Authority Police Department via Civil Service examinations have been developed and are awaiting implementation.

Fire Cadet

The Fire Safety and Education Cadet program began in January, 1971. The first class accepted 40 cadets into the program while another 52 cadets joined the September, 1971 class. This career ladder program provides employment, education and training opportunities to young men in the Neighborhood. The program's funds included \$251,350 for the first year and \$347,566 for the second. The New York City Fire Department is the implementing agency.

Cadets are recruited from the community and given a reading test as well as mental and physical exams. Successful completion of the exams qualifies men as Model Cities Fire Cadets in the Fire Department. A six week orientation period is followed by intensified training in fire safety and procedures. Field work consists of giving lectures throughout the Neighborhood and distributing literature and information to various community organizations, schools, nursing homes and hospitals. Fire Cadets also accompany firemen on fire-hazard inspections, talk with residents, and later check to make sure hazards are removed.

During the Summer, 1971, Cadets distributed spray caps for hydrants, explaining to the curious that spray caps keep water pressure sufficiently high to fight fires while showering the streets for play. This activity helped tremendously to promote goodwill towards the Fire Department.



Sanitation

The sanitation program, begun in May, 1970 supplements regular sanitation services by cleaning vacant lots, clearing yards and alleys and sweeping sidewalks. The program's funds include \$881,777 in the first year and \$1,100,000 in the second. The city Department of Sanitation is the implementing agency. The program has three offices—one each for the Mott

Haven, Morrisania and Hunts Point communities within the Neighborhood.

In 1972 the program employed 15 community organizers and program supervisors, 73 sanitation aides and 45 sanitation men and supervisors. Twelve trucks, 10 sidewalk sweepers, 3 sanitation police motor scooters and two front-end loaders were purchased for exclusive use in the Neighborhood as part of the program.

The program's staff also works to educate the community. Block organizations are encouraged, as are re-cycling programs through schools and community organizations.

Three career ladder programs offer Neighborhood residents opportunities to further their employment potential in technical, clerical and professional fields. Like the programs above, the following programs are also geared to meet critical community needs.

Health Careers Training

The Health Careers Training program is helping meet a manpower shortage in the Model Neighborhood's health facilities. The program trains Neighborhood residents for job placement in health service institutions serving the South Bronx. Two other components in the program are the Health Career College Assistance program and a re-cycling project. The program's Supplemental Fund monies total \$33,000 for the first year and \$373,337 for the second. The city Department of Health is the implementing agency.

Training of health paraprofessionals is conducted in cycles of six weeks of classroom work with an additional 12 weeks of on-the-job training in a hospital or clinic.

The program works closely with personnel departments of local hospitals and clinics to place the trainees in paraprofessional positions such as: family planning assistants, community health guides, dental assistants, mental health workers, dietary aides, clinical technicians, case workers and nurses' aides. Twenty-five Neighborhood residents trained by the program by late 1971 have been placed in health-related jobs, while four have gone on to college.

The program offers stipends and scholarships to those wishing to go on in a health career. Twenty Neighborhood residents receiving stipends are enrolled at Bronx Community College. Supplemental Funds also pay for tuition and counseling services.

Clerical Training

This program, begun in December, 1970, provides training in office skills and employment in private industry. Each of the three Model Neighborhoods in New York City have contributed \$91,300 in Supplemental Funds to this city-wide program. The New York Chamber of Commerce and the U.S. Department of Labor have also supplied funds for a total of \$2.15-million. The city Chamber of Commerce is the implementing agency.

Prospective trainees go to federal Manpower agencies in the Model Neighborhood for qualification tests. No high school diploma is required by most employers, however candidates must be at least 18 years old and are required to pass sixth-grade reading tests and math tests at the fifth-grade level. Candidates are then directed to the Neighborhood Office for further counseling before referral to the Chamber of Commerce. Candidates then obtain an interview with one of the 50 private companies associated with the participating National Alliance of Businessmen.

Those hired by a firm begin a minimum 20 week, work-study period during which comprehensive skills for clerk-typist or for secretary-stenographer are taught. During training, clerk-typists earn \$70.00 per week. Secretary-stenographers earn \$75.00 weekly. Once training is completed successful trainees, working full-time for the companies, receive appropriate salary increases. Fifty-four Bronx residents have been employed through this program.

Career Opportunities

This program, sponsored jointly by the Model Cities Administration and the city Board of Education, provides college education to paraprofessionals while they work in 30 public schools in the Bronx Model Neighborhood. The program's funds pay for tuition for up to 30 college credits, books and school fees. There is also a special stipend for study in the summers. Funds allocated by Model Cities totaled \$149,000 for the first year and \$224,892 for the

second. More than \$397,000 in matching funds were also obtained from the United States Department of Health, Education and Welfare.

The program began operating in July, 1970. It has enabled 227 people to attend one of four Bronx colleges participating in the program. The program gives participants a chance to advance in education careers as teachers, school psychologists, social workers, librarians, school secretaries or educational administrators.

Four social action programs are geared to help overcome general vocational and recreational handicaps, as well as reading, verbal expression and test-taking inadequacies. The programs also help meet a community need for information about educational opportunities in the city school system. An underlying objective of these programs is to divulge and make accessible the talents and equipment available to work for the community.

Around-The-Clock Schools

This program was established in 1970 to make use of schools beyond normal hours. It provides programs in adult education and recreation, as well as information centers in nine schools. The program was allocated \$33,000 for the first year and \$701,205 for the second. The city Board of Education is the implementing agency.

Adult education classes have attracted 1000 people per semester. The classes offer coursework leading to a high school equivalency diploma and to English proficiency exams. About 100 adults are enrolled in a typing, stenography and clerical skills course. Another 60 students are studying technical skills—such as auto mechanics, air conditioning, heating, plumbing and electricity.

The Around-The-Clock Schools Program also provides baby-sitting and youth recreation services for parents enrolled in adult education classes. Approximately 2000 youngsters are participating. In School District 12 basketball teams have been set up in conjunction with the Police Athletic League as part of the program. At PS 62 about 100 students meet after school to play ping-pong, pool, cards, dominoes or basketball and to learn boxing and karate.



The program has been instrumental in setting up information centers at six of the schools involved. Staff members visit parents and community groups, explaining opportunities in education, housing, legal aid, employment and health and social services.

The program also operates an experimental program in the Hunts Point Library to supply extra staff needed to keep the library open past usual hours. An objective is to secure a quiet place for Neighborhood youths to study.

Youth Tutorial

This program is showing that many youngsters relate to their peers in a one-to-one relationship better than to adults in a classroom situation. Teen-age tutors in the program are able to relate to their pupils on the basis of a similar life experience and under more or less spontaneous conditions. In numerous instances better results are being achieved than in previous, more structured and traditional situations.

Local school boards are active in selecting schools for the program. Model Cities Supplemental Funds in the amount of \$16,000 for the first year and \$384,870 for the second have been allocated to the program, which is implemented by the Board of Education.



In the program, teenagers between the ages of 14 and 17 instruct third through sixth-graders in reading, verbal expression and test-taking. The program is being conducted in 11 schools with approximately 240 tutors and 240 pupils, 22 paraprofessionals and 12 supervisory teachers participating.

Selection of the tutors is based in part on their own scholastic record. An attempt is made to mix high-achievers with under-achievers, because it has been shown that under-achievers benefit from being tutors.

In addition to classroom texts the program offers trips to the Museum of El Barrio, the Cloisters, the Museum of Natural History and the Staten Island Ferry. Classes meet Monday through Friday. A series of workshops and discussions of Afro-Latin-Caribbean music, culminating in a concert, are also planned. Monthly testing is conducted as a method of familiarizing pupils with test situations. And, conversely, counselling for tutors to help them make decisions about their futures is also to be conducted. Reading scores of many pupils in the program have improved a full grade level.

Scholarship

In July, 1970 this program began providing the means for Neighborhood residents to go to college, graduate school and professional or technical schools. Scholarships have been awarded to those accepted at accredited colleges in the United States and Puerto Rico. The city Board of Higher Education, through Hostos Community College, is the implementing agency. Model Cities Supplemental Funds in the amount of \$1.01-million for the first year and \$1.4-million for the second have been allotted. Scholarship money is for tuition, books, rent, food, transportation and personal expenses.

A candidate must prove Neighborhood residency, low family income and acceptance by a school to be considered by the Model Cities program. Members of parents' organizations, the South Bronx business and education community, the Bronx Model Cities Policy Committee and its Education Subcommittee, along with a high school student, comprise a screening board which makes recommendations. Based on candidates' needs, scholarship amounts range from \$100 to \$4000 a year.

In the first year scholarships were awarded to 250 students for the full academic year and to another 250 students for the Spring semester. For the 1971-72 school year nearly 600 students received scholarship assistance through the program.

Parent Leadership Training

This program, established in October, 1970, provides basic adult education to parents in the Model Neighborhood who cannot read or write English. It also provides information about the school system. The City University of New York is administering \$20,000 in Model Cities' Supplemental Funds, in addition to monies from the U.S. Department of Health, Education and Welfare.

Four mornings per week over 12-week periods classes are conducted for Spanish speaking people to learn basic English. More advanced classes are held in the afternoons. Babysitting services are provided for children of those attending classes. Forty-four parents were enrolled in January, 1972, while 120 parents have already completed the program. Parents who reach a seventh grade English reading level are referred to a high school equivalency program, an employment agency or to other programs for continued training.

The program also informs parents about the school system and various other city services. Parents are informed, for instance, how to interpret reading scores, what the grading system means, who the school principals are, what kinds of questions to ask teachers about their children and how the school system is structured. Information about welfare, health and housing services is also made available.

Parents are recruited by staff members who personally contact them by going door-to-door, via a mailing list, by speaking with parents waiting for their children to be dismissed from school or through community organizations. One such organization, United Bronx Parents, is a cooperating agency having a contractual agreement with the Parent Leadership Training Program. The group has provided assistance in establishing the program, site selection and further recruiting.

Two programs are laboring to infuse ghetto street-life with alternative experiences at distant seashores and mountain forests. The programs are oriented towards weekend or day-long field trips, rather than merely tossing out a basketball. Field trips have provided a meaningful change of pace and scene, as well as affording youngsters and program leaders the chance to encounter one another informally, yet on an intimate level.

Summer Recreation

The program provides special recreational activities for the youth of the Model Neighborhood. Children are taken to Jones Beach, Heckscher State Park and various city museums and other attractions. The city Parks, Recreation and Cultural Affairs Administration is the implementing agency. Model Cities has allocated \$406,000 for the program.

The program's first undertaking in 1971 was to establish a Summer Day Camp Program at three centers—St. Mary's Park Recreational Center, Lyons Square Park and Forest Houses. Free lunches were provided as well as arts and crafts instruction, sports clinics and league competition. Some 425

children between the ages of one and 12 took part. The program in 1972 is enlarging its scope and plans to provide Winter and Spring activities including an "olympic" program, a marching band and recreational and outreach activities for senior citizens. The olympic program will provide organized sports activities.



Camping

This program has provided Neighborhood children with residential camp experiences. The program was allocated \$336,000 for the first year and \$606,904 for the second from Model Cities Supplemental Funds. The city Youth Services Agency implements the program. During the summer of 1970, 1100 children attended one of approximately 25 private or social agency-operated camps for three week periods.

In the Summer, 1971, 1200 children were involved in camp activities. In the Fall of the same year entire classes from the fourth to the eighth grade were sent with their teachers on camping weekends to Shaker Village in Massachusetts. A similar school camping program sent classes to Boys Harbor in East Hampton, Long Island. Approximately 600 children were involved in the two programs.

During the Fall and Winter 1971, American Youth Hostel weekend trips were also organized. Four hostels in Pennsylvania, New Jersey and Connecticut were visited by some 400 teenagers who participated in hiking, bicycle riding and sleigh riding activities.

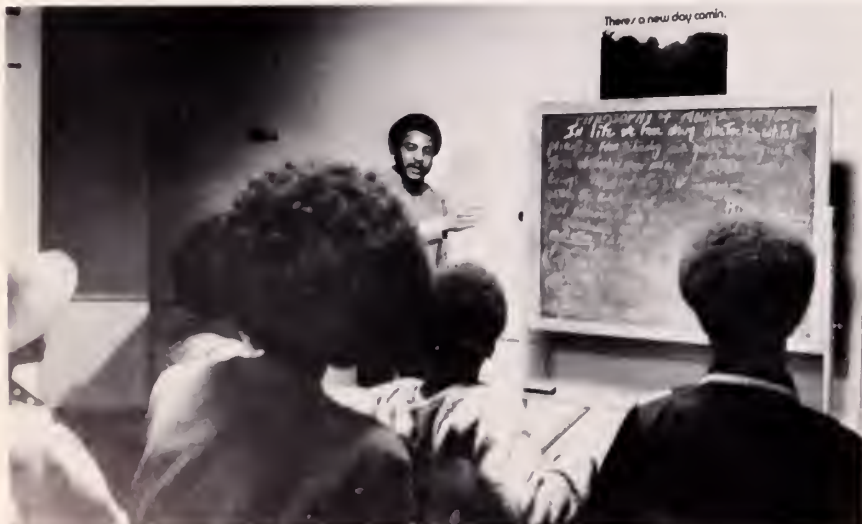
Health needs of the community are being treated through three programs directed at eliminating drug abuse and improving ambulance services. It has been estimated that about 20,000 hard-drug addicts reside in the South Bronx. The problem, a personal and social defeat for every instance of drug abuse, has plowed deep inroads within American culture over the past 20 years, with greatest penetration in poverty ghettos. A comprehensive and extensive approach to combat the problem was identified by the Bronx Model Cities Policy Committee as a high priority.

Drug Abuse Centers

This program, begun in August, 1970, deals with the problems of drug abuse in the Neighborhood. The city Addiction Services Agency is the implementing agency for Model Cities' funds, which for the first year included \$66,000; for the second, \$885,000.

Five centers, staffed by 35 community workers, are in operation: a Youth Prevention Center, a Crisis Intervention-Community Orientation Center, a Neighborhood Prevention Center, a Day Treatment Center and an Induction Center.

The Youth Prevention Center serves 80 youngsters between the ages of 9 and 17. The Community Orientation Center serves about 150 hard-drug addicts. The Community Orientation Center provides addicts with a three-stage program to orient them to the problems of addiction and to bring them to a stage where medication and treatment are meaningful. Addicts reaching the third stage are referred to treatment appropriate for their individual needs. Methadone maintenance is available but the staff of the Drug Abuse Centers encourage addicts to get drug-free treatment.



Group Session



CHAPTER 2

Programs for Physical Development

Several federal and city programs to rebuild and fix-up the Neighborhood's worst areas were in operation as Model Cities came into being. These programs were not funded sufficiently, however, to operate on a scale and with the speed mandated by the derelict and intolerable condition of residential buildings and community facilities in the South Bronx.

A common fabric of Model Cities Supplemental Fund programs below is financial and time-saving help to existing construction, maintenance and other developmental programs. More than once, Model Cities' input of planning, coordination and money has been essential to ensure feasibility, as several city and federal programs were faltering, unable to surmount price and wage inflation in the New York City area.

Construction Subsidy

This program uses Model Cities Supplemental Funds to pay the difference between actual construction costs and statutory cost limitations of federal housing finance programs.

An impasse in the construction of low rent housing arose in New York City in the late 1960's. Federal financing covered only those projects with costs at—or below—statutory levels. Yet, construction costs in the city were inflated well beyond those maximum levels. Inability to build within the legal limits brought low rent projects to a dead halt.

In the Bronx Model Neighborhood the problem had become acute and strong measures were needed. A comprehensive plan developed by the community called for the initial construction assistance to be concentrated on sites already planned for the Mott Haven area of the Model Neighborhood. In Mott Haven, whole blocks had been demolished and architectural working drawings completed under the city's "Mott Haven Plan". But sufficient funds were not available to meet building costs and get construction under way.

No feasible way appeared to cut these costs nor to relieve the constraints of law. The Construction Subsidy Program was devised to supplement hamstrung federal financing programs by subsidizing them to the dollar-amount that construction bids exceeded statutory limits.

In April, 1970 the program received U.S. Department of Housing and Urban Development approval to use \$3-million during the first year. Later, an additional \$6-million was approved for the second year of implementation. Each proposed project has to be judged individually and must receive approval of the Neighborhood, the city and HUD. Currently there are more than 1200 apartments on ten Neighborhood Sites being subsidized under the program. Sites are discussed in Chapter 3.

Housing Assistance

In this program "seed money" is provided for Neighborhood groups incorporated as sponsors of new housing sites. The program expedites basic development phases, saving months in the process of housing production. For the first year the U.S. Department of Housing and Urban Development approved \$2-million in Model Cities Supplemental Funds, adding \$3-million for the second year. The city Housing and Development Administration is the implementing agency.

The program fills a gap left by private contractors and developers who have been tapping public funds for new housing starts but who, likewise, have been studiously avoiding sites in poverty pockets. By encouraging local organizations to sponsor new projects, the program helps meet the demand for housing and other community facilities. It also affords the boon of local participation while drawing away from dominant public ownership of housing in the ghettos.

The program assists local groups to become incorporated and recognized as sponsors. Model Cities funds are then used to pay for architectural and planning fees, legal fees in site purchase and engineering fees for soil test borings.

There are different mortgaging arrangements for moderate rent and low rent housing projects developed under the program. In both, however, Model Cities monies for development are to be returned to a "Housing Assistance Fund" in order to maintain a revolving account for ongoing improvement of

Ambulatory Detoxification

This city-wide program is part of the Drug Abuse Program and has been allocated \$500,000 in Model Cities Supplemental Funds. The city Health Services Administration is the implementing agency.

The program provides detoxification therapy for persons addicted to heroin. Methadone treatment is used. Detoxification requires a seven day treatment period, (sometimes extended to ten days). A number of tests are administered during therapy to determine a patient's general physical condition and to identify possible need for in-patient hospital care. Patients also see counsellors who inform them of the advisability of long-term treatment.

One clinic, operated by Morrisania Hospital, began providing services in December, 1971. During the first several weeks of operation 178 patients were treated, with 85 accepting long-range treatment.

Ambulance Decentralization

This new program has been funded by \$512,229 in Model Cities Supplemental Funds. When operational, the program will be implemented by the city Health and Hospitals Corporation. Ambulances will be dispatched from a central switchboard, taking calls from the Neighborhood on a first priority basis. The program's emergency vehicles will supplement regular Health and Hospital Corporation ambulances.

Assistance to Prison Inmates: A Model Cities' study finished in 1971 shows that criminal recidivism, accounting in part for a drastically high crime rate in the Bronx Model area, often is caused by inadequate socialization programs. Inmates receive little preparation for a successful return to society. Model Cities' Work Release Program is designed to offer improved rehabilitation services.

Work Release Center

This program combats recidivism among youthful offenders by changing the traditional prison release procedures. The city Department of Corrections implements the program. Model Cities Supplemental Funds have provided \$442,867 for renovation of a Bronx center and staffing costs. The Bronx center, on completion in 1972, will provide facilities for 76 residents.

In this city-wide program offenders serve the last six weeks to four months of their sentences at the program's minimum-security, Work Release Centers. Program assistants on Riker's Island interview and select inmates who are between 18 and 30 years-of-age and residents of a Model Neighborhood. The men are considered individually. The nature of their former crimes does not by itself exclude a man.

During an initial orientation period, analysis of residents' backgrounds is made to uncover problems that could make life difficult after release.

Guidance services, a second aspect of the program, provides individual and family counselling to treat deficiencies and make referrals to training and employment opportunities. In this way a fund of insights, skills and money can be stored up before a resident's release from custody. Field trips to cultural events are also regularly provided.



Albert Goodman
Chairman, M.I.N.S.
Sponsor for Site 102 Housing Development



the Neighborhood. Model Cities funds, thus, are used only to a point where other mortgaging programs can be plugged in.

Approximately 2500 apartments in the nine Bronx Model Cities Phase I sites are under development with funds from this program. Sites designed under this program are discussed in Chapter 3.

Housing Maintenance

This program, planned to encourage effective housing rehabilitation in the Neighborhood, encourages local initiative by involving Neighborhood-based corporations in developing rehabilitation projects and ultimately in managing renovated buildings. The U.S. Department of Housing and Urban Development approved \$2.5-million in Supplemental Funds for the program. The city Housing and Development Administration is the implementing agency through its office of Special Improvements.

More than three-quarters of all residences in the Neighborhood are moderately deteriorated or dilapidated. A large number of these residential buildings, though basically sound, are still being abandoned or sorely neglected. Landlords have minimal interest in risky (or at best low profit) ghetto housing and often lack the resources to effect necessary maintenance.

Generally programs addressing themselves to housing rehabilitation have proved inadequate. By the time renovation began the building had fallen victim to vandals and incendiaries. As a result, a total gutting and rebuilding of the old shell was necessary—a process both time consuming and costly.

In the Model Cities Housing Maintenance program, Neighborhood corporations participate in expediting building identification, site purchase and renewal. Tenant groups are aided under the program to obtain funds to purchase, renovate and manage their own buildings. The city Housing and Development Administration oversees the rehabilitation process. One project containing 20 apartments is being completed. Other buildings are under consideration to provide an additional 100 renovated, tenant-owned apartments. These projects are discussed in Chapter 3.

Open Space

Open space is wanting in the Neighborhood and the need for green space is further intensified by a very uneven distribution of existing parks: A majority are out of walking distance from most Neighborhood residents. Other large parks, such as Crotona Park and Randall's Island, are similarly away from easy access. In recognition of these needs, the Bronx Model Cities Policy Committee approved the Open Space program and allocated to it \$375,000 in the first year and \$437,000 in the second.

The program seeks to improve existing Neighborhood parks and playgrounds and to develop new parks, playgrounds and recreational facilities. In the first year of operation, the program identified about 18 city-owned empty lots in the Neighborhood which are being developed and equipped as playlots. Improvements on these lots, which should be completed by the summer of 1972, include new recreational equipment, play surfaces, fencing and landscaping. The Department of Highways is the implementing agency.

Day Care

The program provides seed money to local sponsors for the development of day care centers. The program was allotted \$330,000 in Supplemental Funds for the first year and \$1.38-million for the second.

The Day Care Program is bringing nine sponsors through the preliminary development phase. In this phase local groups are incorporating for sponsorship, selecting sites and obtaining site evaluations and approvals from the city Department of Social Services. When letters of intent to rent the facilities are obtained from the city, the corporations will submit their plans to the state as part of the application for loan guarantees for construction monies.

In a second phase of development, expected to be carried out during 1972, architectural working drawings and specifications will be completed, the sites purchased and bank mortgages obtained for some of the approved sites. Mortgages, guaranteed by the state, will include all monies laid out by Model Cities for preparatory work and will allow for reimbursement to the Day Care Program. The program is also assisting all existing day care centers, Head Start and early childhood facilities in the Neighborhood with grants for educational enrichment and program improvement.

Emergency Repairs

This program, which began operations in October, 1970 is designed to alleviate deteriorating conditions in many of the Neighborhood's multiple dwellings.

Local residents and contractors are hired to make repairs when landlords remain unresponsive to outstanding needs. By taking immediate action to remedy emergency conditions, the Emergency Repair Program complements the city's Housing Code Enforcement Office, which is limited to citing landlords for violations. The city Housing and Development Administration is the implementing agency, using \$1.3-million in Model Cities Supplemental Funds for the first year and \$2.7-million for the second.

The program has performed an average of 3000 repair jobs per year. Housing inspectors for the program, many recruited from the Neighborhood, are now regularly investigating reported building code violations. Once a repair need is validated, local private contractors are assigned to make emergency repairs if the landlord does not respond promptly. The program's Repair Aides perform minor repair services, such as replacing broken windows. On completion of work contractors bill the Emergency Repairs Office, which utilizes a Model Cities Revolving Fund to pay bills. The Housing and Development Administration then attempts to collect money spent on repairs from the landlord.

Relocation Benefits

This program, begun in July, 1971, made possible the rehabilitation of 1000 apartments under the Federal Housing Administration's "Operation Rehab" in the Mott Haven area of the Neighborhood. Approximately 660 families who occupied the buildings in this project have received relocation payments from the Model Cities program. The Bronx Model Cities Policy Committee allocated \$650,000 for the program. The city Housing Authority administers these first year funds.



Top Left: Jorge Batista
Above: Frazier Davidson
Left: Marva Kester

Bronx Model Cities Program Directory

Bronx Model Neighborhood Office
Victor Marrero, Assistant Administrator/
Neighborhood Director
Jorge Batista, Deputy Director/Counsel
Frazier Davidson, Deputy Director
Marva Kester, Director of Social Planning
Albert D'Avanzo, Director of Physical Planning
2836 Third Avenue
Bronx, New York 10455
665-9611

Clerical Training
Marva Kester, Neighborhood Office
Coordinator
2836 Third Avenue
665-9611

Career Opportunities
Marietta Tanner, Director
252 Willis Avenue
635-7500

Police Community Service Officer
Sergeant John Hayes, Director
3164 Third Avenue
585-3133

Housing Authority Police Community
Service Officer
Lt. Joseph Irizarry, Director
John Adams Houses
731 Tinton Avenue

Fire, Safety and Education Cadet
Lt. Joseph Casaburi, Director
Ramon Castillo, Principal Program
Specialist
601 St. Ann's Avenue
665-0422

Sanitation

Mott Haven
Juan Nazario, Director
2756 Third Avenue
669-1027
Morrisania
Charles Castillo, Director
1191 Boston Road
887-2234
Hunts Point
George Abarca, Director
845 Dawson Street
589-8825

Health Careers Training
Charlotte Kalmus, Director
391 East 149 Street
665-9475

Around-the-Clock Schools
Nefali Garcia, Director
252 Willis Avenue
635-1100

Youth Tutorial
Thorton Meacham, Director
252 Willis Avenue
635-7500

Scholarship
Israel Gonzalez, Director
260 East 161 Street
993-3800

Parent Leadership Training
Rose Falcon, Director
632 Union Avenue
585-0784

Summer Recreation
Woody Pagan, Director
3164 Third Avenue
585-3133

Camping
Hugh Lewis, Director
849 St. Ann's Avenue
585-4950

Drug Abuse
Jose Vazquez, Director
550 Bergen Avenue
993-4452

Ambulatory Detoxification
550 Bergen Avenue
993-1400

Ambulance Decentralization
Marva Kester, Neighborhood
Office Coordinator
2836 Third Avenue
665-9611

Work Release
Charles Prince, Director
1238 Southern Boulevard

Construction Subsidy
Jorge Batista, Neighborhood
Office Coordinator
2836 Third Avenue
665-9611

Housing Assistance
Ruben Irizarry, Program Coordinator
3164 Third Avenue
585-3133

Housing Maintenance
Jorge Batista, Neighborhood
Office Coordinator
2836 Third Avenue
665-9611

Open Space
George Sorell, Coordinator
2836 Third Avenue
665-9611

Day Care
Carol Fernandez, Director
2836 Third Avenue
635-6066

Emergency Repairs
Joseph Berkeley, Director
Marcelino Castro, Principal
Community Liaison Worker
Ramon Serrano, Principal
Community Liaison Worker
395 Brook Avenue
665-3300 (Administration)
665-7515 (Complaints)

Relocation Benefits
Jorge Batista, Neighborhood
Office Coordinator
2836 Third Avenue
665-9611





Mott Haven Neighborhood Family Care Center



Mott Haven Site 5, Moderate Rent



I.S. 84



Operation Rehab



Forest Houses Playground



Existing Playground



I.S. 162



Simpson Street Project



St. Mary's Park



Mott Haven Site 18 Low Rent



Forest Houses Amphitheatre



Mott Haven Site 9S Low Rent



Hunts Point Multi-Service Center



Ott Haven Site 4 Low Rent



Third Avenue El



Eagle Avenue Turnkey

PART II

Physical Development in the Model Neighborhood

The following chapters describe the remedial physical development programs already launched in the Bronx Model Neighborhood and relate Model Cities' influence as Neighborhood advocate and planner for current and future betterment.

Certainly, the discontending physical environment of the South Bronx requires effective new housing, housing rehabilitation and development of a variety of community facilities, including schools, parks, and mass transit facilities. Model Cities programs for physical development, capsulized in Chapter 2, are designed to facilitate and stimulate actions to meet these requirements.

Funding programs, however, comprises but one aspect of Model Cities' role in the community. Of equal significance are planning, coordinating and advocacy, as mandated in the original (1966) national *Program Guide*: "To the maximum extent feasible, it (the Model Neighborhood) should have the authority to reconcile conflicting plans, goals, programs, priorities and time schedules; to eliminate overlaps, and to link operating programs among contributing agencies."

New York City agencies and organizations with which Bronx Model Cities coordinates and consults for physical development program planning and implementation include: for housing, the Housing and Development Administration and the city Housing Authority; for open space, the Department of Parks and the Department of Highways, which also implements street closings; for schools, the Board of Education and district school boards and the New York City Educational Construction Fund; and for day care centers, the city Human Resources Administration. All development plans also require consultation with the Borough President and community planning boards, while approval is required from the City Planning Commission and the Board of Estimate.

In its coordinating role, Bronx Model Cities has become a central community organization geared to cope with the many lines and echelons of government. Elected community residents, working with a Neighborhood staff, have hired independent consultants to conduct research and to work out the technical details of community-inspired plans—a stride away from outside control of plans for the ghetto. The Neighborhood is encouraging non-profit, local corporations to initiate and sponsor improvements as they become feasible in the Neighborhood. It is serving as liaison to city agencies, promoting a comprehensive front from their diverse programs. Through its programs, Model Cities is continuing to expend "seed money" for Neighborhood growth projects, which often make the projects eligible for further funding from city, state or federal government.

The Planning Process

Planning for overall physical development in Bronx Model Cities is conducted with independence from city agencies. The agencies' expert advice and technical data is made available, however, and representatives from agencies work in close liaison with the Bronx Model Neighborhood, smoothing the transition from planning to implementation. The spirit of Neighborhood participation is adhered to: the planning context is not pervaded by dictates from the city. On the other hand, neither is it guided by definite commitments for implementation of specific projects, although an underlying promise remains that an accelerated development rate will be effected in the Model Neighborhood.

Hence, the boundaries for realistic planning are extrapolated from the record of past allocations and from a general understanding on the part of the Neighborhood and its planning consultants that special consideration will be given the Bronx Neighborhood in future allocations of money from city and federal sources. Stemming from a time of civil uprisings protesting neglect, the Model Neighborhood has been allowed considerable free rein in comprehensive planning, thereby offering hope for major improvements.

As matters developed from this context, initial planning efforts ranged

over the spectrum of community needs in the South Bronx. Initial studies were cast into form in the *Bronx Model Cities Physical Development Plan*. That document was approved by the U.S. Department of Housing and Urban Development and incorporated into the *Bronx Plan* published in 1969. The approved *Physical Development Plan* firmed up Model Cities' advocacy posture and gave direction to developments from 1969 to 1972. The document asserts that future developments should take a basic orientation towards an array of "Neighborhood Goals and Objectives" for housing, rehabilitation, community facilities and open space. The most important of these are:

The housing goal: To provide decent, safe and sanitary housing for all Model Neighborhood residents. Housing objectives: To reduce the number of substandard housing units in the Model Neighborhood; to increase the annual production of new housing units in the Model Neighborhood, and to utilize both new housing and rehabilitation.

The school construction goal: To provide up-to-date schools that can accommodate every Model Neighborhood pupil. Objectives: Reduce the number of out-of-date or obsolescent school buildings; locate new schools where needed, conveniently related to the population they serve, and reduce the amount of land used exclusively for schools.

The open space and recreation goal: To provide adequate facilities for recreational and leisure time activities for Model Neighborhood residents. Objectives: Locate facilities within easy reach of all residents, and locate facilities where they are lacking and augment facilities where they are inadequate.

The transportation goal: To provide direct connections between local and city-wide residential, business, industrial and recreational areas for Model Neighborhood residents. Objectives: Reduce traffic congestion, travel time, inconvenience and travel costs; improve transportation to underserved areas, and permit land uses to develop to their full potential.

Finally, the land use and zoning goal: To provide a balanced combination of land uses to serve the needs of Model Neighborhood residents, and to achieve desirable land use patterns by means of zoning policies in conformance with the physical development plan. Objectives: To permit each land use to achieve its potential measure of development, to eliminate competition between land uses, and to permit each land use to be developed with a full range of related service and facilities.

The *Physical Development Plan* interprets the goals and objectives into "Program Approaches", which are in effect instructions advocating how the goals *should* be achieved. The document lays-out a detailed "First Year Action Program", with priorities for developments which *should* be undertaken first. Finally, the document outlines the Neighborhood's "1970-74 Program Forecast" for developments which *should* be undertaken during that fiscal time-span.

Land Use and Zoning Proposals

One program approach for land use and zoning—to adopt "an overall zoning design for the area as an instrument of its master planning goals and proposals to guide its future redevelopment"—has been accomplished.

In the planning process this was a milestone accomplishment. Following



Meeting at Bronx City Planning Department

the formulation of the official *Physical Development Plan*, a comprehensive land use policy was decided upon by the Physical Development Subcommittee and approved by the Bronx Policy Committee. On their behalf, Neighborhood Director Victor Marrero submitted the *Land Use and Zoning Proposals* to the City Planning Commission in September, 1970. Immediate adoption of the sweeping changes recommended in the proposals was impracticable. However, in early 1971 the City Planning Commission awarded zoning changes which harmonized with the proposals but were limited to Model Cities Phase 1 sites.

Future developments in the Neighborhood, therefore, are advocated to be implemented, first, in accordance with "Neighborhood Goals and Objectives", second, in order of the priorities established by the "Program Approaches" and the "First Year Action Program" and, finally, in line with the uses of land drawn up in the *Land Use and Zoning Proposals*. The latter *Proposals* are discussed more thoroughly in Chapter 5 and are accompanied by the *Proposed Zoning Map*.

Site Selection Criteria

As the planning process folds into Model Cities' coordinating role, land use policy, along with relocation feasibility, becomes a basic criterion for advocating site proposals to city agencies.

Two basic land use questions predominate in the Neighborhood: excessively high residential density in areas poorly serviced by community facilities—including mass transit and open space—and inappropriate relationships between land uses and those that produce congestion, noise, fumes, vibration and lack of privacy.

Guided by the Neighborhood's land use proposal, sites are sought to be developed towards the end of preserving or encouraging a "sense of community", typically deficient in the transient and depressed South Bronx. The general goal of this planning is to lay out decent areas for living and working and to point to areas most suitable for redevelopment.

For instance, should a school be needed, its site is sought within residential communities but not at the expense of (low density, thus, low relocation cost) sound masonry townhouses. The shift in emphasis represented by this Model Cities' approach is to advocate land-use which responds concretely to the overall needs of the Neighborhood. Zoning patterns proposed by Model Cities are formulated to conserve or accent new or good existing residential blocks, shopping and commercial districts, schools, parks, mass transit and other community facilities. It has been crucial in coordinations that implementing city agencies become aware of Model Cities' recommendations so they might be guided by Neighborhood needs.

Relocation

The tempering effect of relocation in the site selection process comes from the high cost of shifting tenants from condemned or rehab-target buildings to other residences during construction. More important than cost is the inavailability of apartments for those who must be relocated.

In metropolitan New York and particularly in the South Bronx, housing is at a premium. There is no inviting pool of apartments within the Model Neighborhood for those displaced by redevelopment. A relocation resource has to be constructed and redevelopment in the Neighborhood has to move in tempo with its progress.

Despite the housing scarcity an exceptional effort is being made to fulfill the city's commitment to relocate citizens within the Neighborhood when that is their choice. That objective has not been easy to achieve. Nonetheless, some success has been met by the city Housing Authority, which has been implementing relocation in Mott Haven. Neighborhood residents displaced by new developments have received high priority for obtaining apartments in Housing Authority projects nearby or within the Model Cities area.

Of the 1706 persons relocated by early 1971 some 38 per cent obtained public housing apartments, while 62 per cent moved to private housing. Housing Authority records further clarify the human side of the equation, showing that 46 per cent of the total relocatees remained near their circle of friends in the Neighborhood, while 54 per cent moved outside the area.

Projects and Proposals Nearby

Conditions in areas surrounding the Bronx Model Cities have an obvious effect on it. The Bronx Model Neighborhood is fashioned, after all, from por-

tions of three traditional communities in the South Bronx—Morrisania, Hunts Point and Mott Haven—while a fourth, Melrose, lies along the Neighborhood's western edge. Two industrial development areas lie to the east and south of the Neighborhood. For comprehensive planning there is ample reason to analyze the facilities within them. Moreover, regarding the residential communities, the Model Neighborhood is not the only Bronx area meriting high priority for renewal. On the contrary, those areas in direct



New Lincoln Hospital

communication with the Neighborhood *in particular* need upgrading in order to continue to effect an end to urban decay. Clearly, new housing, educational, community, commercial and industrial projects within these areas substantially increase the number of facilities and employment opportunities easily available to Neighborhood residents.

Three major developments are planned or underway in the Melrose area. First, a new educational complex, comprised of IS 151, PS 156, and the South Bronx High School. The first two schools are in use in 1972. An innovative feature of the complex is the use of decking over the railroad yards. Second, a new Lincoln Hospital, to replace the plant located in the Neighborhood, is under construction. In addition to offering medical services for all South Bronx residents the new facility will also provide jobs. And, third, a 23-block area between Park and Third Avenues is designated for Urban Renewal. Plans call for 2300 new housing units as well as limited commercial and industrial space.

The Morrisania area adjoins Melrose to the west of the Neighborhood, extending to the north. A renewal proposal, approved by the City Planning Commission, is to make use of air rights over the Penn Central tracks stretching from East 156 Street and Morris Avenue to East 162 Street. Some 1000 to 2600 new dwelling units, community facilities and retail-commercial space are foreseen in the proposal.

The Hunts Point Market complex is the major industrial development planned for Hunts Point Peninsula to the Neighborhood's east.

As discussed in the city *Master Plan*, the proposed New York City Food Processing and Distribution Center on the Peninsula would cover 329 acres and cost is estimated at \$73-million. The area was chosen in part because of its good highway, rail and water access. It is expected that 10,000 jobs for skilled and unskilled workers will be created upon completion of the Food Center.

The 14-acre Oak Point Industrial Development tract lies to the east of the Mott Haven area of the Neighborhood. A 1.5 million sq. ft. automated warehouse is planned by the city Economic Development Administration. Some 1200 to 1500 skilled and semi-skilled jobs are expected.

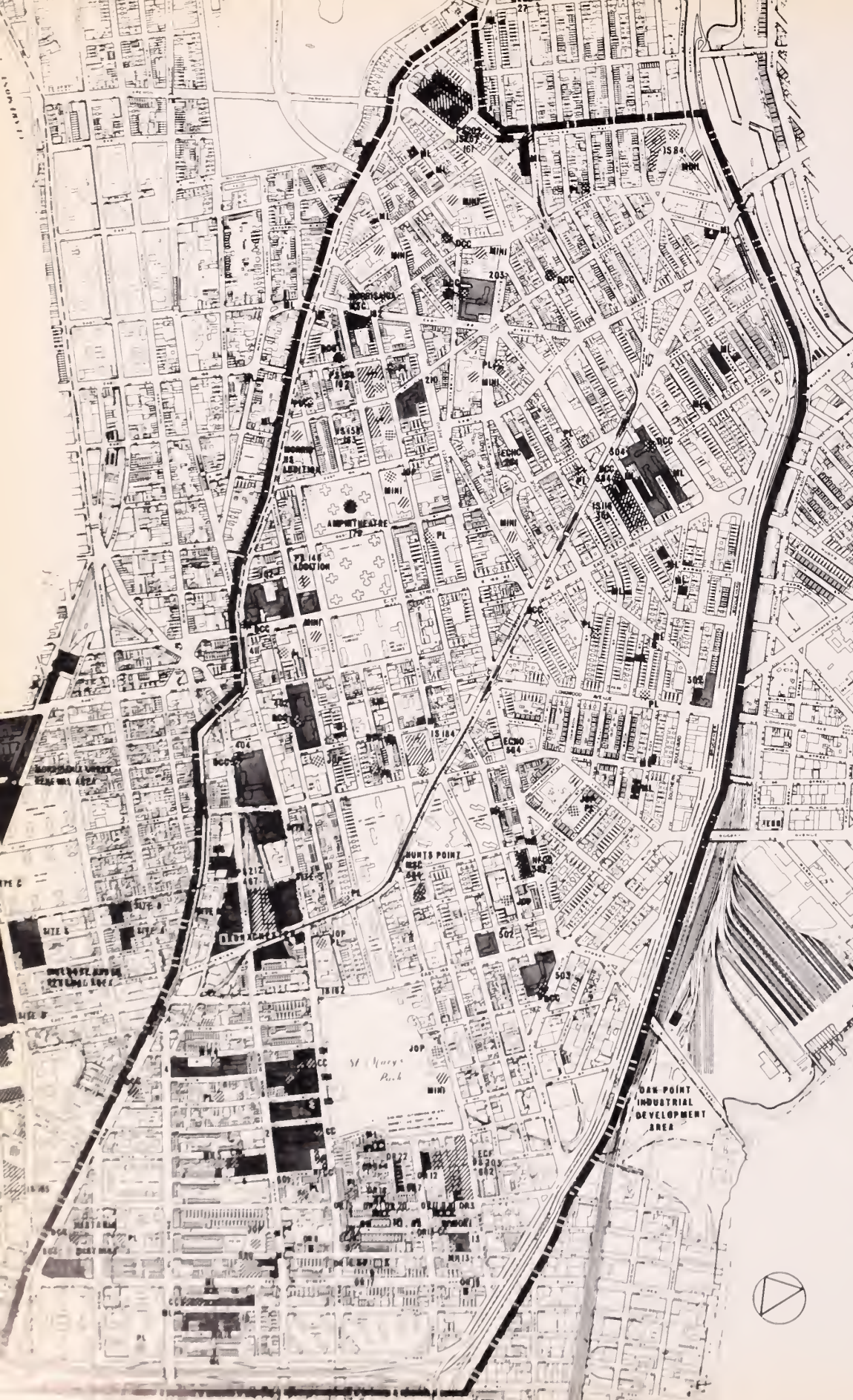
Proposed and Ongoing Site Development Maps

The following maps will be helpful references throughout chapters 3 and 4. Proposed sites and sites being processed or already under construction are marked, while the legends indicate whether the sites are for new or rehabilitated housing or community facilities. The page references point out where specific projects are described in the text.



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- SITE NUMBERS
- COMMUNITY CENTER
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- EARLY CHILDHOOD CENTER
- HUNTS POINT OPEN SPACE SITE
- JOINTLY OPERATED PLAYGROUND
- HOSPITAL - MENTAL HEALTH CENTER
- HYPERMARTS SITES
- MOTT HAVEN OPEN SPACE SITE
- MUNICIPAL LOAN
- MULTI-SERVICE CENTER
- NON-PROFIT FAMILY CARE CENTER
- OPERATION REHAB
- DAY CARE CENTERS
- HOUSING MAINTENANCE PROGRAM
- SOUTH BRONX MARKET, OTHER PLAY LOTS
- SWAMP CENTER
- PUBLIC SCHOOLS
- MUNICIPAL SCHOOLS
- HIGH SCHOOL

RANDALL'S ISLAND SATELLITE

LINK

SATELLITE

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- REBUILD AREA
- NEW HOUSING
- COMMUNITY FACILITIES
- OPEN SPACE & PARKS
- 604 SITE NUMBERS
- 3 APPROVED BY POLICY COMMITTEE
- HS HIGH SCHOOL
- IS INTERMEDIATE SCHOOL
- MS MIDDLE SCHOOL
- PS PUBLIC SCHOOL
- DAY CARE CENTER
- REBUILD NEIGHBORHOOD
- PC POLICE PRECINCT STATION
- TA TRANSIT AUTHORITY SUBSTATION
- HM HOUSING MAINTENANCE PROGRAM
- REFERS TO ONGOING DEVELOPMENT PROGRAMS
- 606 MOTT HAVEN MID-BLOCK SCHOOL WALK



CHAPTER 3

New and Rehabilitated Housing

The main thrust of Bronx Model Cities Neighborhood planning and coordinating energies are going into housing developments. Abandoned, overcrowded and generally abominable tenements loom over every teeming roadway. Housing is the Neighborhood's most immediate problem.

More than 40,000 turn-of-the-century "old law" and early "new law" slum apartments stand in the Bronx Model Neighborhood. "Old law" buildings were built under the New York City Tenement Law of 1879 which governed design and construction. The statute made no provision to insure that normal amenities related to ventilation, nor that privacy and bathroom facilities were provided for. Its purpose was simply, and as cheaply as possible, to accommodate a flood-tide of European immigrants. The "new" law of 1901 required running water and private toilets for apartments. It was barely an improvement.

Little difference exists between "old law" and early "new law" structures. Typically, the buildings are 25 feet wide, 80 to 90 feet deep and cover up to 90 per cent of their lot. Most rooms in these structures receive indirect light and air through airshafts and narrow alleys between buildings. In the typical three-room floor plan for these "railroad flats", doorways link the rooms directly with one another. There is no outside corridor, thus no privacy.

Even with gut rehabilitation Old Law and early New Law configurations have proven beyond rehabilitation and cannot suffice as acceptable living quarters for a low rent tenancy. Today a legacy of slums, decaying industrial lofts and railroad lines fills the South Bronx.

Several new housing and rehabilitation programs were already underway at the time of Bronx Model Cities' organization. These programs were initiated by the city in response to widespread displeasure with the federal Urban Renewal approach—massive residential relocation and demolition.

In the Mott Haven area of the South Bronx, for example, the Mott Haven Planning Committee was elected to provide the groundwork of community participation and, by guiding construction of residential dwellings, to provide relocation resources within their neighborhood. The Mott Haven experience foreshadowed the city's decentralized approach to Model Cities programs. With the Mayor's encouragement Bronx Model Cities' role has been to take the reins of coordination in hand so ongoing city programs can move ahead as a team, pulling with solidarity at the Neighborhood level. The Mott Haven "Vest Pocket" Housing Program for 1700 apartments became most influential on Bronx Model Cities planning.

Other ongoing projects include those being developed by the city Housing and Development Administration, the New York City Education Construction Fund and privately planned "turnkey" projects, developed in arrangement with the city Housing Authority.

The federal Bronxchester Urban Renewal Program for 2500 new apartments was initiated in 1964 and will ultimately be of major significance. Some 1100 units are in design.

Model Cities "Phase 1"—the first round of new housing planned from the outset by Bronx Model Cities—evolved chiefly in the context of the Mott Haven experience and entered design in 1971. Phase 1 sites, benefiting from Model Cities Housing Assistance Program monies, will add 2500 new apartments for the Neighborhood. Adding to this total is a separate Phase 1 project on Simpson Street near Westchester Avenue. It is also being planned by Model Cities but, instead of receiving Housing Assistance Funds, is being developed by the state Urban Development Corporation. For future phases of Model Cities development a general commitment for an additional 3000 new apartments is expected by the Neighborhood.

Discussion of housing rehabilitation focuses first on the city's Municipal Loan Program and the Federal Housing Administration's "Site 3" in Mott Haven. These helped provide a context for the Neighborhood's role in coordinating an FHA "Operation Rehab" program, which will affect about 1000 apartments. The Bronx Model Cities Housing Maintenance Program has a schedule of 200 apartments to be remodeled.

Each new housing and rehabilitation program has been progressing under the changing conditions of economic and wage inflation and limiting federal cost requirements and has generated a history of its own.

Mott Haven

Early in the 19th century Mott Haven was an idyllic village a day's coach and ferryboat ride from mid-Manhattan. It was surrounded by woodland and cultivated fields. By 1966, however, Mott Haven had become one of the most desperate localities in the South Bronx, engulfed by poverty and neglect.

New York City's Mott Haven Program is designed to cope with the impoverished physical milieu. It is providing 1064 low income and 608 moderate income apartments, many of which are in construction.

From the outset the city's renewal efforts in Mott Haven encouraged local community participation which itself became an important precedent for the Model Neighborhood. Community-wide elections were held in 1966 to form a locally based, Mott Haven Planning Committee which worked with the HDA "Vest Pocket Housing Unit" and other city liaison personnel to prepare development priorities. The Mott Haven Planning Committee adopted a plan for development of low and moderate rent housing units, designated sites for redevelopment and planned renewal activities to cause minimum demolition and relocation.

Mott Haven Low Rent Housing

Low rent housing developments in Mott Haven are smaller than average Housing Authority projects. A smaller, more "human" size was preferred by area residents who participated actively in site selection. In accordance with other site criteria vacant lots, dilapidated frame structures or burned out buildings were chosen for new housing sites, while adjacent apartment buildings in sound structural condition were to be rehabilitated. The back yards of these buildings, together with the open space of the new projects, are combined to create play and small park spaces. Where appropriate, day care and other community facilities are integrated with the housing projects.

The seven low income sites in the Mott Haven Program include:

Site 4, 142 apartments (66 new and 76 rehab), 28 of which are for the elderly, located mid-block on East 146 and 147 Streets, between Willis and Brook Avenues. Mid-block on East 147 Street there will be a 7,500 sq. ft. vest pocket park in conjunction with courts and open space on the interior of the site.

Site 5, 41 new and 24 rehabilitated apartments, located on East 143 Street near Brook Avenue. The project will include a three-classroom day care center and a small park.

Site 9N, 175 new and 66 rehabilitated apartments of which 33 are for the elderly. Located on East 146 and 147 Streets at St. Ann's Avenue. The project will also include a child care and community center and underground parking for 62 cars. A segment of East 146 Street will be part of the site.

Site 9S, 46 new and 39 rehabilitated apartments, located mid-block on East 144 and 145 Streets between Willis and Brook Avenues. Underground parking for 66 cars is included in the project.

Site 13, 51 new and 22 rehabilitated apartments set for completion in 1972, located mid-block between East 139 and 140 Streets, Jackson and Cypress Avenues. A community center and a small park are part of the project.

Site 18, 78 new apartments and 71 rehabilitated apartments set for completion in 1972, located mid-block on East 136 and 137 Streets, between Willis Avenue and Brown Place. A vest pocket park off East 136 Street is included in the project.

Dr. Ramon Emeterio Betances Houses, 309 new low rent apartments set for completion in 1972, located mid-block between East 143 and 144 Streets, Brook and St. Ann's Avenues. On grade parking for 65 cars and a community center are included.

These Mott Haven low rent projects received approval of the City Planning Commission and the city Board of Estimate in the summer of 1967. Project design for the 766 new and 298 rehab apartments was initiated later that year. To obtain diversity of design and to give small firms an opportunity to participate in the development the Mott Haven housing program was divided into a number of separate projects and the Housing Authority assigned individual architects to each of the sites.

When designs were completed in 1969 and bidding took place, however, contractors' bids were substantially above federal cost limitations, notwithstanding that construction methods were to be the most economical available.



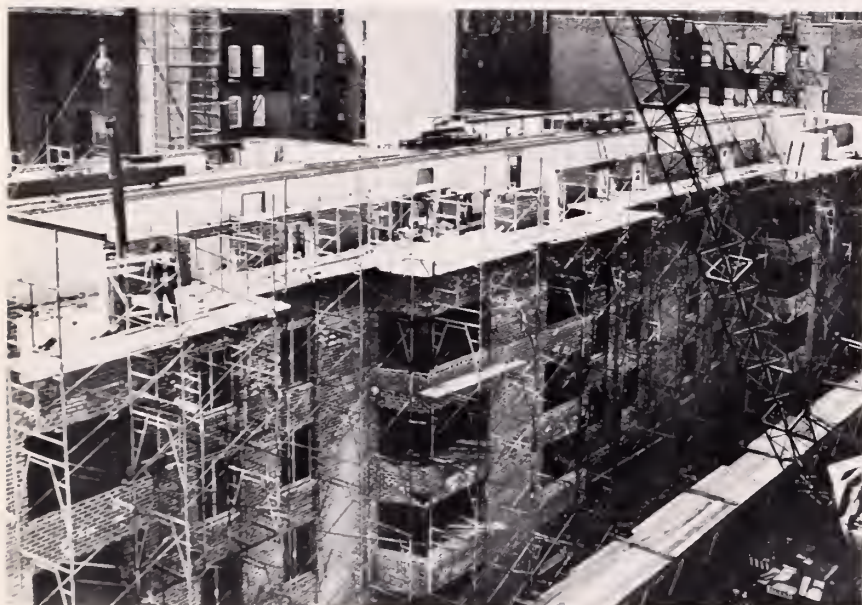
Mott Haven Plan '67



Mott Haven tenement designated for rehabilitation in 1967. Below: Four years later.



Ralph Alvarado, Chairman Mott Haven Planning Committee



By the time bids were taken, moreover, construction costs had skyrocketed from a 1967 base because of a general inflation of construction costs. This was partly due to the fact that the relatively large Mott Haven program was fragmented into several smaller "vest pocket" projects which had the effect of increasing contractors' overhead costs. Inflation, however, was the underlying culprit for the Authority's squeeze between high bids and low federal cost limitations, causing progress at this juncture to be halted. The Housing Authority was afforded recourse in the Bronx Model Cities Construction Subsidy Program, and in a "turnkey" arrangement which had proven of worth in other cities.

The Model Cities Construction Subsidy Program is designed precisely to assist these low rent housing developments. The Dr. Betances Houses, the first of the Mott Haven low rent sites to be ready for construction, was allocated \$1.4-million of the Bronx Model Cities Construction Subsidy monies to enable the Housing Authority to meet the lowest public bids and clear the way for construction in July, 1970.

For the six smaller low rent projects containing a total of some 750 apartments, the city Housing Authority undertook a "turnkey" approach for construction. In this approach a builder erects a project in accordance with standards approved by the Housing Authority. He then sells the completed building or group of buildings in the project to the Housing Authority—he "turns the keys" over to the Authority.

During the Fall of 1969, the Housing Authority entered into negotiations with a private contractor, the Lefrak Organization, to develop the six sites. During these negotiations, unfortunately, the project sites remained empty and vacant tenement buildings intended for rehabilitation stood unprotected, open to entry and damage by vandals and fire.

It was not until early 1971, when a turnkey agreement was realized in which the Authority cut back on project design to meet Lefrak's budget requirements, that 300 low rent apartments could be put under construction. The remaining 450 low rent apartments went into construction early in 1972. The cost of these sites exceeded by \$1.59-million the amount of funding the federal government would provide to the Housing Authority. Construction was made possible by a Bronx Model Cities subsidy making up the difference.

Mott Haven Moderate Rent Housing

Plans for Mott Haven moderate rent housing have also been dominated by procedural delay and financial difficulties. Moderate rent units are being developed in accordance with FHA rules by community, non-profit sponsors working with HDA. In a mortgage arrangement with FHA the sponsoring corporations become involved as service groups to develop and maintain better housing in their locality. Under the local sponsor concept, recognized community groups benefiting from FHA loans, become owner-managers of moderate income projects.

Complex FHA specifications and rising costs have demanded extensive design revisions. The time-lag has enabled only two sites to be put under construction and has also cast these new developments into a bind between inflating construction costs and static and very low federal mortgage limitations.

The two Mott Haven moderate rent sites under construction are:

Site 5, 94 apartments sponsored by the South Bronx Housing Association and the Congregational Church of North New York. Located at East 142 Street and Brook Avenue. Construction began in the Summer, 1971 and is scheduled for completion in December, 1972.

Site 18, (St. Francis Apartments) 108 new apartments, parking facilities



Mott Haven Low Rent projects.
Site 13 top. Site 18 bottom

for 61 cars, a playground and a community room, sponsored by the South Bronx Housing Association. Located on East 147 between Willis Avenue and Brown Place. Construction began in the Summer, 1971 and is scheduled for completion in December, 1972.

The four moderate income sites remaining for development in Mott Haven are:

Site 4, 156 apartments sponsored by the Spanish Grocers' Association. Located on East 147 Street between Willis and Brook Avenues.

Site 9N, 50 apartments in a new, five-story elevator building sponsored by the Spanish Grocers' Association. Located on East 147 Street at St. Ann's Avenue.

Site 9M, 94 apartments sponsored by the South Bronx NAACP and the 163rd Street Improvement Council. Located between East 145 and 146 Streets on St. Ann's Avenue.

Site 9S, 106 apartments sponsored by the United Organizations of the Bronx. Located mid-block between East 144 and 145 Streets, Brook and St. Ann's Avenues.

Bronx Model Cities Construction Subsidy funds totalling \$258,000 were required to complete financing of sites 4 and 9N.



*Right: Mott Haven Site 18, Moderate Rent
Below: Belances Houses*



Bronxchester Urban Renewal Housing Development

An 11-block "Bronxchester Urban Renewal Area" of the South Bronx was designated for redevelopment in 1964. Most existing residential structures in Bronxchester were deteriorated and needed to be razed, requiring the relocation of approximately 900 families. The area has been mostly commercial and manufacturing, traditionally dominated by the Penn Central marshalling yards and the Brook Avenue Meat Market.

Renewal plans were taken into account in the *Physical Development Plan* in 1968 when Bronxchester became part of the Bronx Model Cities area. Objectives and initial planning schemes were finalized in extensive conferences held in 1967 and 1968. The Bronxchester Planning Committee (representing on-site residents), the Third Avenue Merchants Association and the Hunts Point Multi-Service Center Corporation have been active in planning.

Under the Neighborhood's renewal proposal, prepared by the planning consultant, Jonas Vizbaras, a predominantly residential neighborhood of 2500 low and moderate rent apartments in 10-story and 14-story buildings will be created. The proposal also calls for a library, post office, college campus and cultural center, and a new school on a dual-use site with housing. Foreseen in long-range planning are commercial loft or educational facilities for the old Bronx Refrigeration Building site.

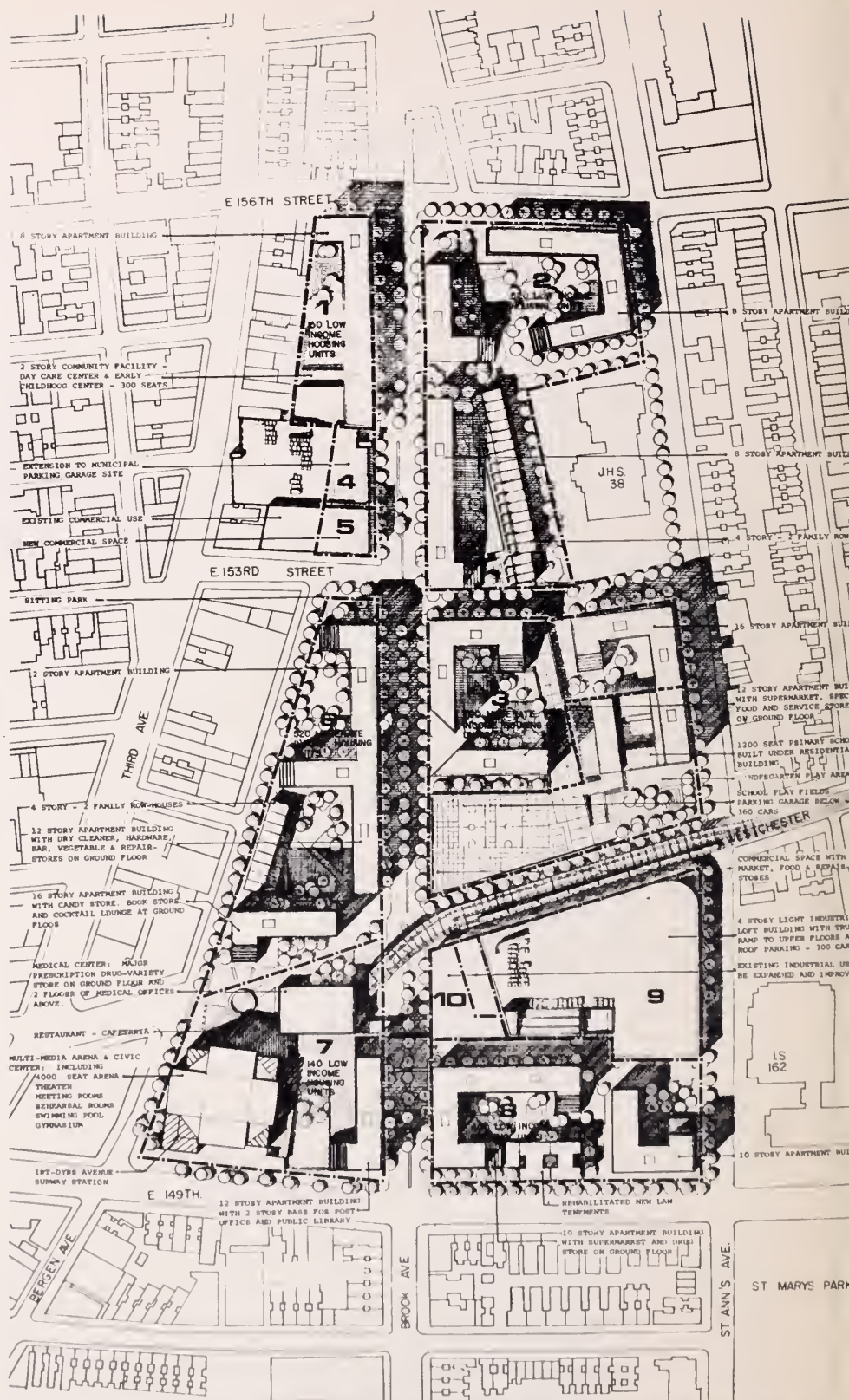
Little-used railroad yards will be purchased for the new development and will reduce the railhead to a narrow, below-grade cut to serve the cross-Bronx shuttle freights. It has not been resolved whether this open cut will be decked to eliminate its ugly and divisive character and provide more open space.

The site for PS 212 in the new Bronxchester community is expected to enter the design phase in 1972, while three housing sites are currently being designed.

The Bronxchester housing sites include:

Site 2, for 230 low rent apartments, developed by the city Housing Authority. Located mid-block between Carr and East 156 Streets and Hegney Place and St. Ann's Avenue. Construction was scheduled to begin in 1972 and to finish late in 1973.

Site 3, for 290 moderate rent apartments, sponsored by the Hunts Point Multi-Service Center Corporation and the Spanish Grocers Association. Located mid-block between Westchester Avenue and Rae Street, Hegney Place and St. Ann's Avenue. Completion is expected in Summer, 1974.



DEVELOPMENT PROGRAM

Site 6, for 600 moderate rent units, sponsored by the Bronxchester Mutual Housing Association. Located between Bergen, Brook and Westchester Avenues.

Future Bronxchester Developments

Proposals for a future multi-use civic center and the Hostos Community College (discussed in Chapter 4) are expected to be further advanced during fiscal year 1972-73. In addition, some 1020 low and 360 moderate rent apartments are also planned for future development.

Demolition of the existing meat market is set to coincide with vacancies occurring in 1972 as businesses move to facilities under construction further east on the Hunts Point Peninsula.

When completed, the Bronxchester Urban Renewal Plan will have produced 1250 low rent apartments, the same number of moderate rent apartments and highly desirable community facilities.

Other Housing Projects

Five other housing projects, begun in 1968 concurrently with the city's Mott Haven Plan, provide background for the Bronx Model Cities developments. Three of these projects have been completed.



Above: Moderate Rent project, Jackson Avenue
Below: Davidson Houses

For two of these completed projects the city Housing Authority entered into a turnkey agreement to develop 65 low income apartments at Hoe Avenue between East 173 and 174 Streets and 66 apartments on Eagle Avenue between East 161 and 163 Streets. In the agreement, a private developer was given the go-ahead to develop a site. The developer assumed the responsibility for construction and quality, alleviating some of the costly and time-consuming quality checks and approvals by the Authority.

The third completed project was an FHA financed moderate rent project of 61 apartments sponsored by the Sharon Baptist Church and located between Forest and Jackson Avenues, East 158 and 160 Streets. The church undertook exceptional organizational effort to forge ahead with construction. The site was small and unoccupied, thus no problem or delay relocating tenants was encountered.

These two projects, completed early in 1971, demonstrate that in turnkey arrangements a local sponsor working with a private developer can eliminate delay before and during construction when the hobbles of extraneous red tape are removed.

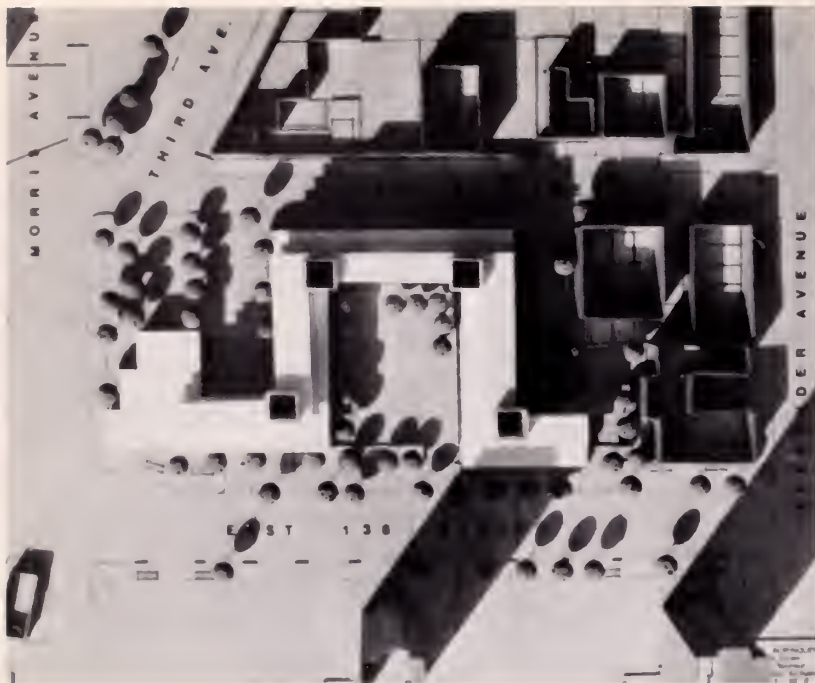
The other two sites are:

Site 3, mid-block between East 139 and 140 Streets Cypress and St. Ann's Avenues. The Mott Haven Housing Development Fund Co., Inc. is sponsoring the rehabilitation of 315 apartments in 20 tenement buildings. Seventeen buildings are completed and fully occupied. The remaining three buildings are being renovated and scheduled for completion in 1972.

In September, 1971 construction was started on a separate parcel of Site 3, for 114 new moderate rent apartments, including 30 for the elderly. The project is expected to be completed by December, 1972. Rent supplements for 20 per cent of the apartments have been applied for. The parcels, being developed by the Educational Construction Fund, include underground parking for 40 cars and an early childhood center for 240 children. The project required \$124,000 of Construction Subsidy assistance from Bronx Model Cities.

Site 210, the Lewis S. Davidson Sr. Houses on Home Street between Prospect and Union Avenues under development by the Housing Authority. Initial development was made possible by \$2.1-million in Bronx Model Cities Construction Subsidy monies. The project upon completion in 1972 will include a community center and 174 living units, of which 56 are to be reserved for senior citizens.





Site 603

Bronx Model Cities Phase 1 New Housing

The Bronx Model Cities Neighborhood Office in 1969 submitted to the city Housing and Development Administration site proposals and programs for about 10,000 new housing units to be built in phases throughout the Neighborhood.

Selection criteria for these sites were similar to those used by the Mott Haven Plan Committee. For example, housing sites were designated at locations occupied by vacant lots, old frame buildings, burned out, empty or partially empty structures and inefficiently utilized streetbeds.

Throughout 1969 Model Cities and other community representatives met in a series of extensive conferences with officials of the Housing and Development Administration. These coordinations bore fruit in the selection of nine "Phase 1" sites for a total of 2500 apartments.

Six of the Phase 1 sites are located in areas which, in the Neighborhood's "Land Use and Zoning Proposals", are designated as "rebuilt neighborhoods" for extensive new development. "Rebuilt neighborhoods" are areas requiring new community facilities, realignment of local, under-used streets and areas where existing buildings are generally unsuitable for rehabilitation. These areas are indicated on the *Proposed Development Sites Map*.

To avoid financial problems resulting from sites of limited size, as in Mott Haven, Model Cities Phase 1 sites are generally larger but still of "human" scale with relatively low-relocation.

In the Spring of 1970 the Bronx Model Cities Neighborhood Office agreed with the city to use approximately \$2-million in Model Cities Housing Assistance Program monies to create a fund to pay architects and engineers to produce designs and contract drawings for the Model Cities Phase 1 sites.

The Housing Assistance grant monies pay for legal fees and preparation of designs to a point where commitments are made for federal, state or city financing programs for construction. HDA administers the Model Cities' funds and the architectural contracts. Through the Bronx Model Cities' program housing sponsors were recommended to HDA and worked closely with the agency to select architects for the Phase 1 sites.

By January, 1971 architectural contracts were drawn up and the city Housing Authority opened an office in the Neighborhood to begin relocation for the Phase 1 sites. By February, sites were acquired. Architects then began working with HDA to prepare site-designs.

Six sites are to include 1638 Housing Authority apartments for low income families. The remaining three sites are for moderate rent units. Construction of Phase 1 sites is anticipated to begin in 1973

The three Model Cities Phase 1 moderate rent sites which are receiving Housing Assistance Program seed money include:

Site 102, for 479 apartments sponsored by the 163rd Street Improvement Council and the NAACP of the South Bronx (M.I.N.S.). Located between East 163 and 164 Streets from Boston Road, to Trinity Avenue. Teasdale Place is to be closed to accommodate parking. A day care center and commercial space is also planned.

Site 601, for 184 apartments, sponsored by the United Organizations of the Bronx. Located between East 142 and 143 Streets, Brook and St. Ann's Avenue. Parking for 79 cars is planned.

Site 603, for 200 apartments, sponsored by the Puerto Rican Civil Service Employees Association. Located between East 138 and 139 Streets, Third and Alexander Avenues. Parking for 64 cars and 14,500 sq. ft. of commercial space is planned.

The six Model Cities Phase I low rent sites which are receiving Housing Assistance Program seed money and which will be developed by the Housing Authority include:

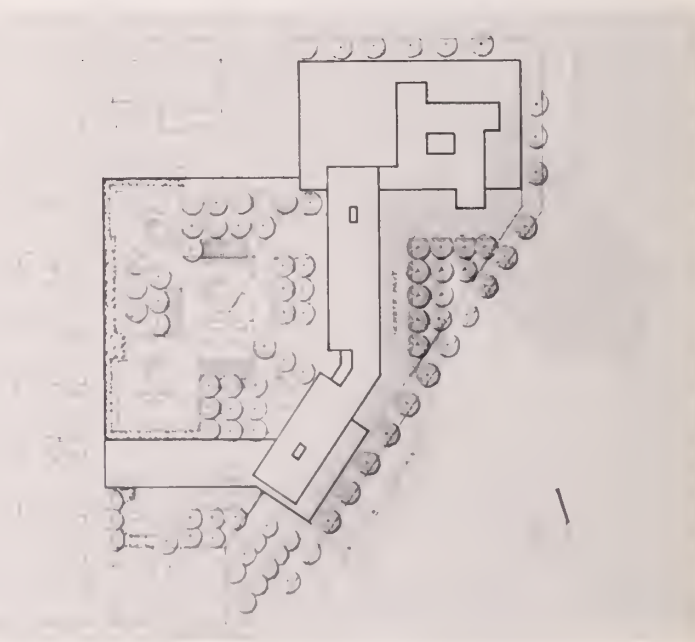
Site 203, for 377 apartments and an early childhood center, located between East 169 and Chisholm Streets, Stebbins and Intervale Avenues.

Site 302, for 161 apartments, located on Longwood Avenue between Southern and Bruckner Boulevards.

Site 402, for 315 apartments, located between Eagle and Caldwell Avenues, East 158 and 161 Streets.

Site 404, for 395 apartments, a community center and a day care center, located between East 156 and 159 Streets, Brook and St. Ann's Avenues.

Site 502, for 131 apartments, located between 149 and 150 Streets, Wales and Tinton Avenues. Parking for 39 cars is also planned.



Site 503

Site 503, for 259 apartments, located between East 149 Street, Union Avenue and Southern Boulevard. Also planned for this site are commercial and office space and the closing of a segment of Union Avenue to allow parking for 68 cars.

Land Use Planning

Model Cities Phase 1 housing developments were planned in the context of the Neighborhood's *Land Use and Zoning Proposals*. As mentioned earlier, the City Planning Commission adopted these proposals as they affected Phase 1 sites. The consequent advantages for the community have been improved zoning bulk, reduced parking requirements and the closing of unneeded streets.

Zoning bulk regulations determine the number of apartments allowed at a site. The Neighborhood has advocated that, for the initial round of sites, areas appropriate for relatively moderate density should be developed first. Chosen sites accord with the Neighborhood's *Land Use and Zoning Proposals*. Thus, grossly overcrowded, subdivided tenements offering no open space are to be replaced in some cases by buildings of greater bulk, but also with increased open space. In some cases tenements have been over-filled to a density greater than the existing zoning allows, thus a shift to higher bulk means, in fact, a reduction of actual density—a situation which has arisen in Mott Haven as well.

The city Housing and Development Administration, persuaded by the Neighborhood zoning arguments, applied to the City Planning Commission for zoning changes for Model Cities Phase 1 sites. Three sites were subsequently changed from a moderate (R6) zone to a higher (R7-2) residential zone, five shifted from R7-1 to R7-2, while one site stayed appropriately at the lower (R-6) zone. (R7-2 zoning requires less area for parking than R7-1, thereby providing an opportunity for increased open space.) At the increased bulk (under R7-2) recommended by Model Cities, an additional 312 apartments have been permitted. Had the new zoning not been approved and the bonus apartments been constructed at a separate site, an estimated \$1.3-million in additional site cost and relocation expenses would have been required.

Sites employing closed streets also gained in zoning capacity: Open space and site-design flexibility were increased and more apartments can now be built. Again, site costs were not increased. The need to close certain streets is seen in the fact that about 45 per cent of the Neighborhood is dedicated to streets, highways and sidewalk use. Some 700 acres is being used for automotive and pedestrian traffic. Moreover, many streets consume vast acreage although they have small value for vehicle circulation. Such little-used streets represent a waste of land-resources and make repair, cleaning and policing expenses for them of less appreciable public boon.

Despite adequate grounds for closing selected streets, it has been no easy job to do so, as agencies responsible for them, protective of their domain, hold to each cobblestone and blacktop strip. After a difficult period of inter-agency coordination, however, use of closed streetbeds for Phase I sites has been obtained, allowing more than 350 additional new apartments to be developed with no relocation cost and no demolition of structures. Extra space thus acquired for development is about 125,000 sq. ft., which will convert into financial savings. An area of similar dimensions, secured through purchase of developed land, would have required the outlay of an additional \$1.5-million for site cost.

Zoning regulations also stipulate how much land should be used for parking and how much retained for open space and developed as playlots, quiet sitting nooks or adult recreation courts. Costly underground parking ga-





Randall's Island

rages, a favored solution which would allow for both bountiful parking and open space, overreached budget limitations. Therefore obtaining approval of R7-2 zoning for the Phase 1 sites has meant a reduction in required parking spaces and a concomitant increase in useable open space for each site. Under the Neighborhood proposal for the Phase 1 sites, more than 100,000 sq. ft. can now be used for open space rather than parking. R7-2 zoning, nothing new in the city's experience, has similarly benefited Harlem and other areas of the city where it has been in effect for many years.

Model Cities Phase 1—Simpson Street Project

Another low rent housing project planned by Model Cities—Site 304 on Simpson Street between Westchester and 163 Street—is being developed under a turnkey arrangement by the New York State Urban Development Corporation. Plans call for large-scale redevelopment of most of two blocks. Day care and community centers are planned along with 600 low rent apartments.

The initial proposal for the Simpson Street site, sponsored by the South East Bronx Community Organization, was approved by the city Housing and Development Administration in 1969 and by the city Board of Estimate in January, 1970. Construction is anticipated to begin in the summer of 1972.



Simpson Street Development Association



Rev. Louis Gigante,
Chairman
South East Bronx
Community Organization



Future Housing Developments

Housing units begun under Model Cities' Phase 1 comprised the first round of sites originally forwarded by the Neighborhood to HDA in 1969. The remaining sites were submitted to more extensive review and refinement in which a number of additional sites were identified and surveyed, while some sites previously selected were ruled out as unfeasible. Of those ultimately proposed by the Bronx Model Neighborhood approximately 3000 new apartments are expected to be processed for the next phase.

These future sites are concentrated in areas designated for large scale demolition, new construction and street closings in "Neighborhoods to be Rebuilt." (See *Proposed Development Sites* map.)

The Bronx Model Cities Neighborhood Office also initiated housing potential studies of areas outside the Neighborhood. The studies, begun in 1969, are vital in planning to deal with the large relocation requirements of extensive Bronx Model Neighborhood redevelopments. These studies respond to the Neighborhood's "Program Approaches" to meet housing needs.

Several "Approaches" foresaw a need to develop relocation resources outside the Model Cities area through a "Satellite Neighborhood" program. As included in the *Physical Development Plan*, the Approaches stated that:

The Satellite Neighborhood program should build large, new residential developments on sites requiring little or no relocation, including air-rights over rail yards, park lands or undeveloped waterfront lands.

Because of the size of these Satellite Neighborhoods and their (possible) detachment from (other) residential settlements, these developments should provide their own community spaces and facilities as part of each ... design.

The Randall's Island and Garrison Avenue locations were examined and preferred for their unusually low or non-existent relocation load and their proximity to the Neighborhood.



Randall's Island "Satellite Neighborhood"

The proposed site for the Randall's Island Satellite Neighborhood consists of two distinct parts: The "Satellite" itself (which would occupy a 24-acre portion of the island park) and a low, broad "link" bridging over the narrow Bronx Kill and riverfront railhead to the Mott Haven residential district.

The Satellite would have 2000 apartments divided evenly between low and moderate rent units. The development would be partially self-sufficient, containing an elementary school, day care center, health facility and shopping areas. It would, however, have strong ties with a nucleus of community facilities and services in Mott Haven.

No housing stands on the site. Therefore the new development would generate a much needed relocation resource for the Neighborhood and city. This solution was endorsed by the City Planning Commission in their *Plan for New York City, Bronx volume*. Park land used for the "Satellite" would be compensated for by the proposed South Bronx Community Park (discussed under Parks). There would be many advantages to a Randall's Island site:

- It has excellent recreational facilities, including further long range opportunities for waterfront recreational development.

- Relative isolation from surrounding communities would ease construction and promote boundaries essential for community identity.

- It offers the city and Neighborhood an opportunity to build a "model city" to modern standards of urban amenity.

- It is suited to a large, experimental program sponsored by state or federal government to demonstrate new housing construction methods, including industrialized systems.

- It could provide convenient access to recreation and parks for residents of the Mott Haven area.



Garrison Avenue Development

The proposed Garrison Avenue development envisions use of a six-block stretch between Garrison Avenue and the Penn Central railway just outside the Neighborhood's eastern boundary. Adoption of Bronx Model Neighborhood zoning proposals for medium-to-high density residential-use would allow 2000 apartments to be developed on the site.

The relocation load would be very low. The new residential structure itself would be built on-grade along Garrison Avenue. The railroad tracks would then be decked over for parking and recreational space. On the southern portion of the 12 acre site commercial and manufacturing uses would occupy lower levels with apartments above.

The location, near Cramers Square, would provide advantageous relationship to the subway and bus lines. An anticipated connection to the proposed Second Avenue Line subway would further magnify access to public transit from the site.



Garrison Avenue Development

Rehabilitation in the Bronx Model Neighborhood

Building deterioration has crushed block after block in the Bronx Model Cities Neighborhood with undiminished weight over decades. In response to these pressures several programs to restore existing residential structures are now being carried out. These include a federal "Operational Rehab" program of FHA, a few other FHA projects, a city Municipal Loan program and Model Cities' Housing Maintenance Program.



Operation Rehab, 324 Powers Avenue

Operation Rehab

"Operation Rehab", privately initiated and coordinated during the winter of 1970-71, is scheduled to renew 900 to 1000 apartments—the Jose de Diego-Beekman Houses—located in the Cypress Avenue area just south of St. Mary's Park. Approximately 20 per cent of the units are planned as low rent apartments, the remaining as moderate rent units.

One feature of the program, working to outstanding advantage, is the phasing of relocation. Clusters of buildings near one another are selected for rehabilitation but put under construction a few buildings at a time, starting with those that are vacant. When construction is complete, the refurbished buildings serve as a relocation resource for the remaining buildings in the cluster. The six phases of work have a Winter, 1972-73 completion deadline:

Phase I, finished in 1971, provides 152 renewed apartments in three buildings.

Phase II work on 142 units in three buildings is set for completion in 1972.

Phases III through VI, when completed, are to provide 18 rehabilitated buildings with a total 675 apartments.

As these phases progress, Bronx Model Cities is spearheading the necessary coordinations with local community and city agencies. To make Operation Rehab feasible Bronx Model Cities Relocation Benefits Program monies are being used to supplement the relocation assistance paid to tenants at the sites.

Municipal Loan Rehabilitation Program

The city's Municipal Loan Program has supplied loans to landlords for rehabilitation and improvement of low rent apartments in economically depressed areas. It was begun well before Model Cities became a reality and continues to be operated by the city Housing and Development Administration. Interest on loans is low—based on the rate paid by the city in initially borrowing the money—and includes only an additional administration fee.

By early 1971 a total of 914 apartments in 39 buildings in the Model Cities

Neighborhood were completely rehabilitated at a cost of \$9.84-million. Another 604 apartments in 18 buildings were under construction. 259 units in 19 buildings were approved to begin construction while 269 apartments in 15 buildings were awaiting loan approval. Total apartments processed, in recapitulation, was 2046 in 91 buildings.

Several problems have been encountered in the operation of the program: Landlords select the buildings, not the community at large, so no comprehensive and unified schedule has been developed. As a rule the structures chosen are quite run down and vacated of tenants, eliminating the high cost of relocation but at some expense in terms of land use and community pride. Usually the buildings have been neglected for months and vandalized, therefore requiring a costly gut-rehabilitation. Also, many have been early "New Law" tenements not highly suitable to be retained in the Neighborhood. The room and apartment sizes provided by the Municipal Loan program have been smaller than desired and inadequate for large families.

Bronx Model Cities Housing Maintenance Program

One pilot project in this program (at 665 Prospect Avenue) is being completed this year. The tenants of the 20 apartments formed their own corporation and with an interest-free loan of \$180,000 from Bronx Model Cities bought the building and hired a contractor to do moderate renovation work not requiring vacating the building. A new gas boiler was installed to replace an old coal burner, electric and plumbing systems were replaced, new kitchen and bathroom fixtures and equipment were installed, walls were plastered and painted. The tenants thus own and manage a much improved building.

Another building (at 533 Tinton Avenue) has been approved for inclusion in the Housing Maintenance Program and processing is underway for a purchase by the tenants with loan funds from Model Cities.

Bronx Model Cities is working to identify other buildings suitable for this type of treatment.

Planning criteria to be followed in the selection of additional buildings for rehabilitation under the Housing Maintenance Program include: reparable plumbing and heating systems, good structural condition, apartments available for relocation during repairs and proximity to new housing construction sites. The last standard reflects the fact that individually renewed buildings remain in good condition only if located in improved neighborhoods. Otherwise, surrounded by wasting buildings, they deteriorate rapidly.



665 Prospect Avenue

Planning for Neighborhood Facilities

Aged schools, stores, tenements and dilapidated EI structures cast shadows like destiny across the face of the South Bronx. The pattern is seldom varied by trees, infrequently opened by sunfilled parks. Bronx Model Cities is contributing to relieve this dark and rigid pattern by devoting considerable effort to planning for new school space and early childhood centers; parks and recreation sites, including the South Bronx Community Park; and a variety of other community facilities.

Schools

The demand for comprehensive planning for school space is exceptionally profound in the Bronx Model Neighborhood area. It is a natural consequence of high density population of low income families whose many children attend public schools.

Many school houses in the South Bronx are old and so overcrowded they flow over into playgrounds in the form of "portable classrooms" and "mini schools." Like factories, some schools have to operate in shifts simply to have space to accommodate mandatory attendance laws.

School planners, handcuffed by tight finances and facing rapid population increases, have been scurrying for "soft" school sites. These include vacant lots or low-cost row houses with a relatively inexpensive relocation bill.

A Model Cities' study of schools being developed in the area makes clear that sites with low relocation loads are running out. Some of the more recent sites have had to take costly, high density acreage which has required relocation of 150 to 233 families per acre. Such school sites, requiring 2.3 acres on the average, the study shows, make the relocation load far in excess of available vacant apartments in the Neighborhood.

The Neighborhood schools study takes into consideration all schools constructed in the Model Cities area since 1967 or under development. In some cases, schools, such as IS 183, are located in manufacturing areas on the fringes of neighborhoods. Other sites require demolition of the more attractive and comfortable residential buildings and row houses. It has become clear that continued use of the decreasing number of low density sites will deprive the Neighborhood of an environment found most desirable by families with children.

The need for comprehensive planning has been further magnified by the rundown condition of existing school buildings and an average 5 to 10 year time-lag from the budgeting phase to the completion of new schools.

Putting the above factors in perspective four "Program Approaches" are advocated by the Bronx Model Cities Neighborhood for site selection of new schools:

To provide shared play space, schools should be built adjacent to existing and new neighborhood and community parks.

Blocks containing low density housing in good condition should be avoided in the selection of new school sites.

Unneeded streets should be closed to gain site area.

Where possible, schools should be developed in multi-use structures, along with residential or commercial use for better utilization of land and to minimize the distance between housing and schools.

Combining Schoolspace with Housing: Dual Use

The fourth Program Approach above, unconventional for the times, received considerable attention. This concept envisions schoolspace as satellite units for 100 to 400 children and means providing classrooms in the lower floors of apartment houses. Housing sites most amenable to this approach are near existing schools which can provide such central-core facilities as auditoriums, gymnasiums and playgrounds.

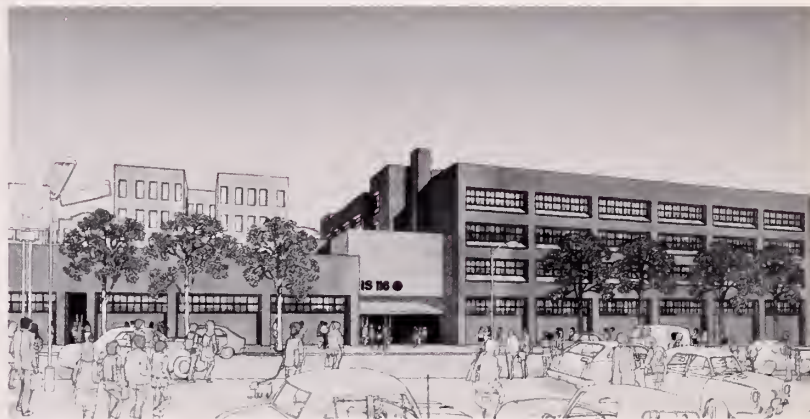
The advantages of this proposal are, chiefly, convenient location in the center of a housing development, resulting safety factors and savings in land space and in construction, demolition and relocation costs.

Dual use of school space is being applied in a classroom addition to PS

146, budgeted by the city in 1971. MINS, the sponsoring corporation of the adjoining housing project on Site 102, forwarded the dual-use concept by suggesting that the primary school be built as a part of their housing development. This proposal was adopted by the Board of Education in early 1972.

An alternative application of the dual-use concept involves building apartments above or adjoining the school structures on proposed sites for schools. Towards this goal, a site for PS 203 in Mott Haven was approved and design has begun for the school along with 300 apartments to be developed by the New York City Educational Construction Fund.

Some 300 to 400 apartments are also being considered in conjunction with PS 212, a school site approved for the Bronxchester area.



I.S. 116

One other school is of interest: IS 116 is being designed for a site in the center of a residential community in the Hunts Point section of the Model Neighborhood. While the school site itself has no dual use in the manner noted above, the facility is being planned jointly with new housing Site 304 (across the street) and the density of development has been adjusted accordingly.

Other School and Early Childhood Center Developments

Since 1967 a number of schools and early childhood centers have been completed in the Neighborhood. Although most have not been formally part of Model Cities' coordination efforts, the Neighborhood has supported their development.

The Neighborhood's school study, alluded to above, reports on the development and relocation problems of the following schools:

PS 40, PS 134, PS 157 and PS 161, all of which have been completed. IS 162, also in this group, is the latest to be completed. Residents consider it one of the more handsome structures in the Neighborhood.

IS 84 is under construction and set for opening in time for the 1972-73 school year. Three other Neighborhood schools are designed with estimated completion dates set in the 1973-74 school year. Included are PS 198 and IS 158, both in Morrisania and IS 184 near Westchester Avenue at East 156 Street.

IS 183, on Morris Avenue, will be located just outside the Model Cities area although Neighborhood children will attend.

Early childhood centers—where pre-kindergarten children can get a head start for school—are also being developed by the city Board of Education. By 1971 three centers had been completed to serve the Neighborhood: South Bronx 1 (Site 564 on the Ongoing Site Map), Prospect Avenue, near East 156 Street; Morrisania 1 (Site 28), Hoe Avenue north of East 173 Street; and Morrisania 2 (Site 264), Intervale Avenue south of East 167 Street. A fourth center is to be located in a new residential building under construction in 1972 on Site 3 in Mott Haven.

The dual use of site concept, advocated by Model Cities, is being applied in the Don Quixote Apartments, a Municipal Loan rehabilitated project at Southern Boulevard and Jennings Street. Floor space in the apartment building is rented by the Board of Education for an early childhood center.

Bronx Model Cities' actions in this regard have been limited as early childhood centers have been deleted from federal programs. Growing out of the Neighborhood's land use proposals, however, one early childhood center is being designed as part of Bronx Model Cities' Phase I housing (Site 203).

Future School Developments

Schools planned for the Bronx Model Neighborhood include the following:

PS 202/IS 207, an expansive school complex for the northwest corner of the Model Neighborhood, is being designed as a modular of "cluster" school campus. The large campus complex will serve 3300 students in small 500 to 700 pupil-capacity buildings. A systems construction method is to be used to reduce construction time.

Two schools, PS 10 in Community School District 8 and IS 195 in District 7, had site acquisition funds available in the 1971-72 Capital Budget, but no funds are carried in the 1972-73 Draft Budget. Site proposals made by the Model Cities Neighborhood Office have been reviewed with the Community School Boards.

Other plans include a new high school and intermediate school in conjunction with the proposed South Bronx Community Park.

As overcrowding of existing schools is alleviated with the construction of new schools and classroom-space in new housing projects, the older, more obsolete schools in the Neighborhood should be phased out and replaced or rehabilitated. Such efforts should affect PS 20, PS 60, PS 62 and PS 43.

Parks, Lots and Greenspots

Parks and playlot developments, in addition to the emphasis they receive in residential and school site plans, form an important open space aspect of Bronx Model Cities Neighborhood planning. Open space proposals discussed in this section are being planned for development under the Bronx Model Cities Open Space program, the federal Legacy of Parks program, special programs to build "vest pocket" parks and the city's Sidewalk Tree Planting program. Implementation of the Mott Haven School Walk proposal is also being sought through Model Neighborhood coordinations. A South Bronx Community Park constitutes the most far-reaching open space proposal developed by Bronx Model Cities.

There is a dire need for open space in the Neighborhood. Only three per cent of the total area is occupied by public parks (excluding playgrounds), compared with 23 per cent for the Bronx as a whole.

The limited parkland, moreover, is unevenly distributed. Important park and recreational areas near the Neighborhood, such as Crotona Park, are beyond walking distance for most Neighborhood residents. Public transit fails to provide convenient, inexpensive transportation to large nearby recreational facilities such as Randall's Island.

Most public schools in the Neighborhood lack facilities for younger children, adults and the elderly, as well as for sports demanding much space. School playgrounds cannot be used by the public during school hours and many are closed during the afternoon and weekends. In many cases "portable classrooms" and "mini schools" have taken over even this playspace.

Bronx Model Cities Open Space Program

The Bronx Model Neighborhood Open Space Program, discussed in Chapter 2, is to provide \$500,000 per year in Model Cities Supplemental Funds for continued playground development. Program purposes include: Rehabilitation of existing playgrounds, necessary repairs on equipment and provision of additional play equipment in playgrounds inadequately equipped.

The Bronx Model Cities Playlots Program is instrumental in promoting additional open space in the Neighborhood. Utilizing the Bronx Model Neighborhood's planning and coordinating potential, 18 sites have been selected and are to be developed primarily with asphalt, fencing, sitting areas, climbing equipment and basketball hoops. These playlots are to be ready for use in 1972.

Forest Houses Amphitheatre

The Model Cities Administration entered into a contract with the New

York City Housing Authority to provide city "capital funds" for the construction of an amphitheatre/basketball court and playground in the Forest Houses Project. The facility was completed in 1971.

Parks Department Developments

Prior to the Model Cities program, the city attempted small, "vest pocket" park developments under a federal matching-fund program. However, this program proved unfeasible in the Neighborhood and throughout the city generally because of maintenance difficulties. The city Department of Parks has been unable to make commitments for maintenance of the small play-spaces. Even existing parks have no park attendants assigned and maintenance is only via roving crews.



The one tiny "vest pocket" park in the Model Cities area has quickly deteriorated under such conditions. Learning from this failure, Bronx Model Cities has sought to implement its Playlots Program in conjunction with school—or new housing—open space where supervision and maintenance staffs would be at hand.

The Parks Department is implementing several other programs in the Neighborhood:

A Parks Department mini pool program for the construction of temporary swimming pools erected two pools in the Model Neighborhood. The Lyons Square Pool at Bruckner Boulevard and Aldus Avenue was completed in August, 1969 and a second pool was built in the PS 150 playground at Tiffany and East 167 Streets.

The installation of ballfield lighting in St. Mary's Park was completed in the Spring of 1971.

Under a "Jointly Operated Playground" program the Board of Education relinquished ownership of playground sites to the city Board of Estimate. Playgrounds were then developed and maintained by the Department of Parks. In parks thus developed by 1972 two-thirds of the land usually consisted of tarred area, open to the community after school hours, the other one-third being a fenced-off play area with swings and a comfort station. Playgrounds for the following schools are in various steps of design and construction: PS 40, PS 157, PS 161, JHS 155 and IS 162. All should be completed by the end of 1972. Because of differences between Parks and the Board of Education, the program has been phased out from future implementation plans.

In 1970 an improvement plan was developed for St. Mary's Park which includes: 1) the addition of a children's play area at the corner of St. Mary's Street and St. Ann's Avenue; 2) the addition of new play equipment at the existing play area; 3) the addition of handball and basketball courts; 4) the addition of sitting areas and adult game spaces; and 5) a major spruce up of the whole park. Approval of the plan and the selection of an architect for design of the facilities is pending. The Bronx Model Cities Office has been closely involved in the initial planning of the St. Mary's Park renovation project.

Mott Haven Open Space

The Mott Haven Plan anticipated the problem of maintenance and dealt with it by programming small parks and open space as integral parts of housing developments. In this manner small parks are to be supervised and maintained by the project.

Four vest pocket parks are part of the Mott Haven Plan and are designed as part of the following public housing sites scheduled to be completed in 1972:

Site 18, located on East 136 Street between Willis Avenue and Brown Place.

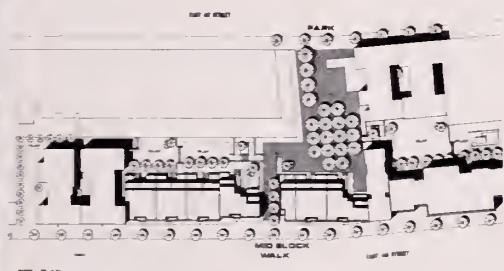
Site 5, located mid-block on East 143 Street between Willis and Brook Avenues.

Site 4, located mid-block on East 147 Street between Willis and Brook Avenues.

Site 13, located on East 139 Street between Cypress and Jackson Avenues.

The Mott Haven Walk

A tree-lined "Walk", proposed especially for school children in the original Mott Haven Plan, is to extend midway through a series of excessively long blocks in the Mott Haven area. The Bronx Model Neighborhood has adopted the proposal into its urban design. It is to provide a pedestrian mall-way from East 138 Street to 147 Street, between Willis and Brook



Avenues (depicted graphically as a series of dots on the *Proposed Development Sites* map). The parks developed with Mott Haven Sites 4 and 5 are to form a part of the Walk.

As new developments and rehabilitation take place along the Walk, through-block and interior-block open space should be developed and linked with existing school playgrounds to form the completed route. Close coordination between housing and other developments will be the key to implementation.

Ongoing Park Proposals

Several smaller park and greenspace projects in the Neighborhood include:

Plaza Borinquen

An asphalt-topped lot, called "Plaza Borinquen" by neighboring Puerto Rican residents, is being proposed for further development by Bronx Model Cities. The location, a former school site on East 138 Street, between Willis and Brook Avenues, was formerly sponsored for improvement by the late Senator Robert F. Kennedy. In 1972, however, the park offers only a few basketball backboards and murals depicting Puerto Rican revolutionary heroes painted by residents of the area.

Charlton Playground

Long abandoned by the City, Sgt. Cornelius H. Charlton Playground on East 154 Street near Boston Road should also be rehabilitated. Plans call for development in conjunction with new housing on Phase I Site 102.

Legacy of Parks

A new federal Legacy of Parks Program was activated near the end of 1971. Application for participation in the program is to be made by the Department of Parks. Under the program federal monies can be used for up to 50 per cent of the total cost of local park facilities and up to 75 per cent of the cost of major parks. Should coordination with the city Parks Department be worked out, the Legacy of Parks program is expected to play a significant role in future development of the much needed South Bronx Community Park.

Tree Planting

Bronx Model Cities is encouraging the continuation of the city's Tree Planting Program. The goal is to establish a curbside border of trees along the Neighborhood's streets.







South Bronx Community Park

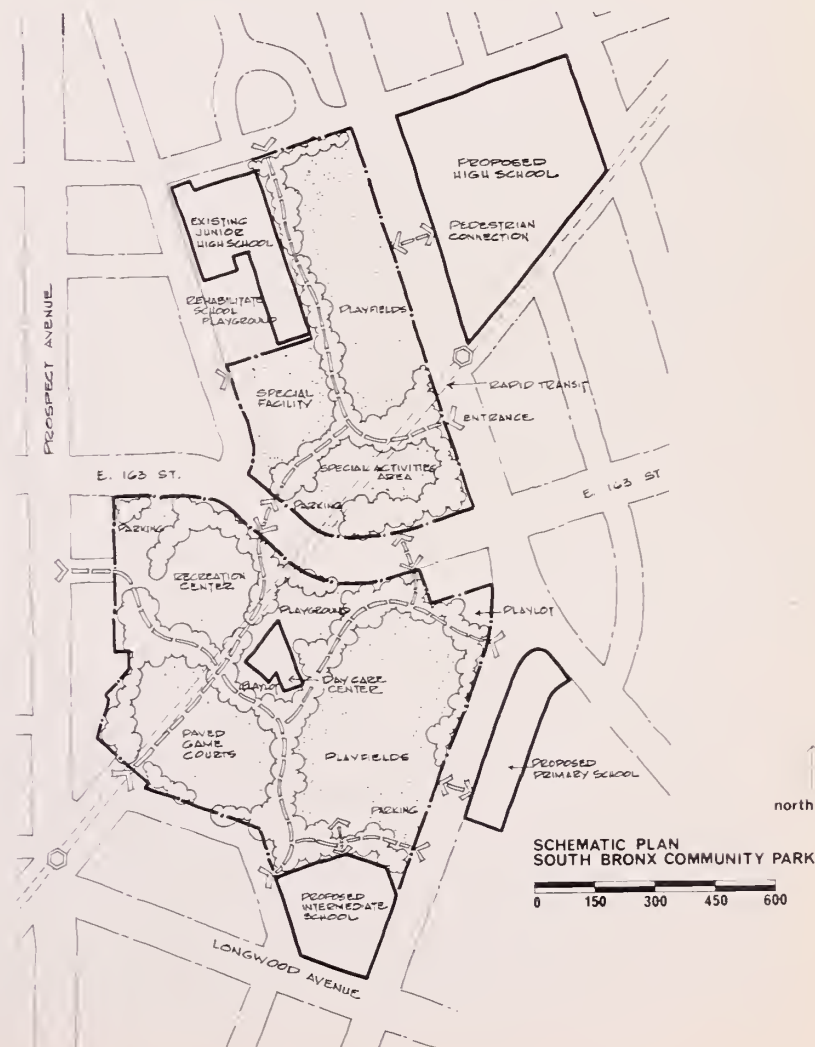
The need for open space in the community would be greatly satisfied by a large park located in the Model Neighborhood. The South Bronx Community Park proposal is therefore being forwarded by Model Cities and is a feature of the comprehensive *Physical Development Plan*. The park concept, as also proposed in the *Plan for New York City, Bronx Volume*, is . . .

to create a 10 to 20 acre Community Park along Westchester Avenue, currently lined with decaying commercial structures, and unsuitable for housing because of the elevated tracks. Land close to the elevated would be used for active sports, such as handball and basketball, while land further from the tracks would be used as an outdoor playground for schools to be built near it.

Among the advantages in the plan is central location, making the park accessible to large numbers of residents. Also, to avoid indiscriminate land clearing, a few better structures within the park-block are planned to be rehabilitated, thus helping to integrate housing and open space in the community. Other advantages in the park plan include use of street space and proximity of existing and proposed schools.

Consideration of school needs for open space was among the criteria employed in choosing the park's location and accorded with a goal adopted in March, 1969 by the Bronx Model Neighborhood Physical Development Subcommittee:

In order to avoid the need for playgrounds exclusively for activities such as baseball, stickball and soccer, schools should be built, where possible, adjacent to existing and new Neighborhood and community parks.





Thus, three schools would surround the proposed Park on its completion: JHS 133, an existing school considered first in the plan, is to have its playground facilities coordinated with development in the Park. The existing PS 60, meanwhile, is to be replaced by new schools and its site and playground should be incorporated by phases into the Park. The proposed location for a new high school (the blocks bounded by Intervale and Westchester Avenues, and Tiffany and East 165 Streets) would give pupils easy access to transportation via the Westchester Avenue El and allow an athletic field to be developed in the Park adjacent to the school. Third, a proposed intermediate school, also to be built on the park's edge, would be able to take advantage of play space lacking in most other intermediate schools.

Land for the new park would come from space now occupied by a small existing park, deteriorated tenements and commercial structures and little-used streets. In the plan Westchester Avenue is to be closed as it no longer functions as a major automobile artery but merely as an El corridor. The old buildings along its length would make way for greenspace. East 163 Street would be rerouted through the Park and an underpass would provide uninterrupted pedestrian movement through the Park. In total the closing of street segments would provide the Community Park with six acres or 28 per cent of the total 22 acres.

Other Community Facilities

In addition to contributions to school and park planning, Bronx Model Cities has also helped plan, locate, develop and improve day care, multi-service and family care centers; the Hostos College-Civic Center complex; and Neighborhood transportation facilities.

Day Care Centers

Because the need is great, Bronx Model Cities' policy is to assist planning and construction of day care facilities in conjunction with new housing projects. For instance, day care centers are in design as part of Model Cities Phase I new housing sites 102, 402, 404, 503 and the Simpson Street project. Mott Haven housing Site 5 also includes a day care center encouraged by the Model Neighborhood.

In areas where little new construction is taking place Model Cities has put together a Day Care Program, discussed in Chapter 2, which will provide seed money to local sponsors to get construction under way. The day care centers are to supply professional child care throughout the work week.

Originally, 20 to 25 day care centers were proposed for the Neighborhood, however, unavailability of state funds for advanced design and construction forced a reduction of the number of Bronx Model Cities sponsors. Therefore, the Bronx Model Neighborhood is limited to assisting nine facilities which are currently in various stages of planning and design. Sponsors and locations of these nine centers are:

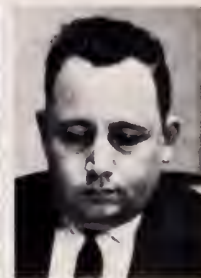
Santiago Mercado Day Care Center (site not yet identified)
 Morrisania Education Committee, 761-775 East 168 Street
 Simpson Street Development Association, 921 East 163 Street
 Circulo Civico Guayanillenses y Amigos (site not yet identified)
 Youth Crusade for Moral Restoration, 690 East 147 Street
 Las Piedras Civic Association, 2750-2752 Third Avenue
 Bethany Family Circle, 1313-1315 Bristow Street
 Trinity Block Association, 787-793 Forest Avenue
 Mollie Perlinder, Sunshine Nursery School, Inc., 1445-1451 Longfellow Avenue

City and state day care developments in the Neighborhood include a center sponsored by United Bronx Parents opened in 1971 at Westchester and Stebbins Avenues. Another center is nearing completion on East 140 Street near Third Avenue. It is sponsored by the 140 Street Block Association and is under the direct lease program of the city's Agency for Child Development. A third center in design on Stebbins Avenue just north of East 169 Street is being sponsored by Opportunities Unequalled and is assisted by the state's Youth Facilities Improvement Act.

Multi-Service Centers

New multi-service centers, when completed, will provide community facilities out of which a variety of social services will be launched.

The Hunts Point Multi-Service Center, located on East 151 Street at Jackson Avenue and put under construction in 1972, is designed to provide under one roof many important services formerly scattered throughout the



Ramon Velez
 Executive Director,
 Hunts Point
 Multi-Service Center

Neighborhood. The center is planned to act as a catalyst for improving city agency delivery of low rent housing, educational opportunities, job contacts, health and safety counseling and income maintenance help. Administratively, the center is to focus on co-ordination between government and other community agencies to achieve a more effective outreach.

The Morrisania Multi-Service Center at East 169 Street at Tinton Avenue is expected to begin construction by 1973. Initial site acquisition monies are approved by HUD and design of the facility is expected to be complete in 1972. To make development possible the city Model Cities Administration agreed to contribute a one-third share of the development costs, using Model Cities capital funds.

Health Centers

Two family health centers are planned for the Model Neighborhood. Each center is to serve about 55,000 people, providing general medical services along with pediatric and dental care; clinics for eye, tuberculosis and venereal disease control, and a mental health unit.

The Mott Haven Center, begun in 1970 and integrated into the earlier Mott Haven Plan, is at St. Ann's Avenue and East 142 Street and is expected to open in 1972.

The Longwood facility, to be built for the city Health Services Administration by the state Health and Mental Hygiene Facilities Improvement Corporation, is to occupy the entire block bounded by Union and Prospect Avenues, East 151 and East 152 Streets. Construction has been delayed due to lack of funds and city re-evaluation of its policy.

Police Precinct Houses

Sites for two police precinct houses, already entered on the city Capital Budget, were chosen with Bronx Model Cities' Neighborhood coordination and guided by the dual-use concept.

Precinct 40 headquarters is to adjoin proposed housing Site 406 between East 144 and 145 Streets, Willis and St. Ann's Avenues in Mott Haven.

Model Cities has proposed that Precinct 41 headquarters be part of housing Site 305, just south of Crames Square in Hunts Point.

Combining residential and police structures will gain a zoning bulk dispensation, thus providing more apartments without increasing site costs and relocation burdens.

Hostos Community College and Civic Center Complex

An expanded college campus and a new Civic Center are the major higher educational, cultural and sports facilities recommended by the Bronx Model Cities. They are planned for adjoining sites in the Bronxchester Urban Renewal Area.

Eugenio Maria de Hostos Community College

The college site proposed by the Model Cities Neighborhood Office includes six acres bounded by St. Ann's, Brook and Westchester Avenues and East 149 Street. Pending the new development, the college is operating from rented space and serves an enrollment of 500 students. It is hoped construction for the expansion to serve 4000 students can begin by early 1974.

Bronx Model Cities strongly supports the college's location in Bronxchester for its central location in the community and greater feasibility of construction than at other proposed locations. The site adjoins the commercial "Hub", has excellent proximity to mass transit and, in the future, would give easy access to cultural, recreational and sports attractions at the proposed Civic Center complex.

Through development in Bronxchester, the college will gain financial advantages by engaging in the area's active Urban Renewal programs under which, for example, the federal government would pay a considerable share of the land costs, thus easing the city's burden. The net cost to the city would be further reduced since a city land-cost "write-down" is also standard in Urban Renewal areas.

The college can take advantage of a wealth of open space, as St. Mary's Park (located diagonally across East 149 Street from the site) provides 34 acres of open space and swimming pool facilities. Transportation readily available includes seven bus lines, the Third Avenue El and the IRT 7th Avenue and Lexington Avenue Lines, which provide access to all parts of the Bronx, Manhattan and other boroughs.

It is proposed that the bed of East 150 Street should be included in the college site, while most of the site is occupied by a number of "Old Law"

tenements and the Brook Avenue meat market. The meat market is expected to move to Hunts Point, thus releasing land parcels for purchase sometime in 1972.

Civic Center

The planned South Bronx Civic Center is envisioned to include a large multi-use arena, theater, public library, post office and commercial space. The proposed complex would put Bronxchester's exceptional central location to great advantage in promoting cultural and social functions responsive to the entire community.

A 4000-person seating capacity is planned for the community center. Its flexible design will make it adaptable to accommodate sporting and theatrical events, public meetings and other community activities.

Ground floor space in the complex is to accommodate a restaurant with catering services, a small theater, exhibition space, meeting rooms and workshops. A swimming pool, gymnasium, training rooms, lockers and other athletic facilities would occupy the concourse and basement levels. Special facilities to serve residents in nearby proposed housing would also become part of the complex.

The post office is proposed to replace an existing Hub station. The proposed library would serve as the South Bronx Library Center with administrative offices and a bookmobile center. Such a facility had been planned by the New York Branch Library System and appeared in the 1969-71 Capital Improvement Plan, though subsequently was put under restudy as finances grew tighter.

Among the city agencies and civic organizations that could utilize the complex are: Hostos Community College, New York Public Library, city Parks, Recreation and Cultural Affairs Administration, Hunts Point Multi-Service Center and the South Bronx Community Action Theater.

Income from space rented to the post office, medical center, stores and gate receipts from sports events would help finance operations.



Proposed Civic Center, Bronxchester Urban Renewal Area

Transportation

A Bronx Model Cities study of the Neighborhood's transportation requirements, completed as part of the 1968-69 planning phase shows that public buses and subways are used extremely heavily, while comparatively limited use is being made of private autos. These data have been translated into plans for commercial and residential "nodes" focused around public mass transit stations and are indicated in a number of cases as commercial C4-4 areas on the *Proposed Zoning Map*, Chapter 5. The significance of limited private auto ownership is that many side streets are little used by residents for transportation and should be closed for development of housing, parking and open space. It is clear that only superior mass transit facilities can serve residents of the highly urbanized South Bronx in the 20th century.

Public Transit

Regarding bus service, the chief need is for improved links between the Neighborhood and the Hunts Point industrial area. Bus service in the area is generally good and improvements will be relatively easy, compared with the more rigid subways system, where a 10-20 year time-lead has been necessary for major changes to be implemented.

Three subway lines lie within and immediately adjacent to the project area—the Pelham Bay Line, the Dyre Avenue Line and the White Plains Road Line. In addition, an elevated shuttle system runs above Third Avenue extending from East 149 Street to 210 Street.

Almost all Neighborhood residents are within 1500 feet of a transit stop, with the majority being within 750 feet of a subway or elevated station. The system is heavily relied upon and congestion during principal operation hours greatly diminishes riders' comfort and the attractiveness of the system. Therefore, several improvements proposed by the Metropolitan Transit Authority are looked forward to by the Neighborhood.

Foremost among these is the proposed construction of a new Second Avenue Line. The new subway has been approved by the city and the Metropolitan Transit Authority is preparing plans. The new Line will enter the South Bronx near the Willis Avenue Bridge, run east along 138 Street and then north on the existing railroad right-of-way east of the Model Neighborhood. According to the M.T.A.'s Transportation Progress Interim Report,

published December, 1968:

"the Second Avenue Line will be coordinated with other lines. The existing station at Brook Avenue and East 138 Street will be reconstructed to permit across-the-platform transferring between Second Avenue and Pelham Bay."

Station locations have not yet been officially fixed by the M.T.A. Preliminary engineering design is in process. The greatest benefit accrued to the Neighborhood from this plan would be in reducing the overcrowding on the Lexington Avenue Line.

A second major improvement to the system would be the planned replacement of the elevated Third Avenue Line. This EI has constituted over many years a blighting influence upon the "Hub" commercial area and land development along Third Avenue.

The City Master Plan of 1969 states that the EI "is scheduled to be relocated within the next 10 years to the right-of-way of the Penn Central Harlem Division" paralleling Third Avenue just to the west. Removal of the EI would revitalize life along its length by eliminating the greatest inhibition to new housing and commercial developments on Third Avenue.

Street Modifications and Parking

Low automobile ownership in the Neighborhood (one car per 18 residents) makes it feasible to decrease emphasis of on-site parking and achieve usable play space.

Street closings thus far affected through Model Cities' coordinations have provided not only open space but extra housing as well. Further, street closings have simplified and improved traffic patterns by limiting the function of select streets to local access and parking. Diminished as a result are the uproar and exhaust of auto and truck traffic along with the cleaving effect of a speedway through the middle of residential districts. Street closings are therefore being implemented as part of new sites for schools and housing, particularly in Mott Haven and Model Cities Phase I projects.

In the transportation study a few streets are recommended to be widened or straightened to further their use as thoroughfares. Large, diagonal streets are cited for modification so that their major intersections would contain but four legs, thus reducing their complexity and increasing safety.



Ongoing Planning and Implementation

As Bronx Model Cities programs enter their third year of implementation in 1972, much work will be required to effectively advocate and help enact the physical development proposals described in the preceding chapters. In pursuing this goal the Neighborhood Office will continue to require guidance from the Policy Committee and consultations with Neighborhood development organizations and other representative groups from the community. The success of Neighborhood plans and approaches to implementation will depend, of course, on the degree of commitment at the city, state and federal levels.

Clearly, an inspiring amount of community commitment is in evidence in the South Bronx and carefully laid designs await implementation. Some progress in this direction has been made and it is expected the Neighborhood's foundation of land use policy will continue to provide a planning basis for the many other needed developments in housing and community facilities.

Land Use and Zoning Proposals

The Bronx Model Cities "Land Use and Zoning Proposals", an important part of the original *Physical Development Plan*, are continuing to guide the entire planning effort. They act as guideposts toward the "Goals and Objectives" by prescribing "Approaches to Implementation" and by outlining specific "Zoning Recommendations."

To convey the underlying planning orientation, samplings of the approaches are brought together as are the major zoning recommendations.

Land Use and Zoning Approaches

The following "Approaches to Implementation", approved by the Neighborhood Policy Committee and by HUD as part of the Neighborhood's comprehensive *Plan*, were crystallized by the Physical Development Subcommittee from the "Goals and Objectives."

As such, they are the continuing basis for advocating certain kinds of developments for specific sites and are used by the Neighborhood as a die to pattern improvements so they fit the thread of community needs. The Approaches:

Continuation of localized mixed land use should be based on an evaluation of each local situation of mixed land use in terms of its detrimental and beneficial effects on its locality. Land use boundary adjustment should be made between residential and non-residential areas, particularly when presently under-utilized, to facilitate the area's needs for relocation housing and local industry.

Land adjoining the Dyre Avenue Line elevated structure should be devoted to intensive local industrial, active recreational, heavy commercial services and parking uses. Land adjoining the Bruckner Expressway should be devoted to intensive service and industrial uses and housing uses on sites erected to take advantage of vacant or under-utilized land well served by transit facilities. Land adjoining the Third Avenue Line elevated structure should be planned for development of housing, community facilities and businesses upon removal of this elevated structure and the installation of other transit facilities nearby.

The Neighborhood's zoning boundaries and localized residential capacities must be adjusted to take the fullest advantage of the area's vacant and under-utilized land opportunities for its vest-pocket housing program. The Neighborhood's residential zoning boundaries and capacities must be adjusted to improve a poor relationship of population density to community spaces and facilities found in its highest density. The Neighborhood's range of residential zoning categories, and its zoning boundaries, should serve to protect its best existing low density areas from exploitation by the redevelopment process.

Zoning designation of the Neighborhood's major shopping centers should be revised and expanded to more accurately represent its existing commercial activity. The Neighborhood's pattern and extent of local commercial zoning should more accurately reflect and protect its existing viable local shopping development. Manufacturing zoning district designations in the Neighborhood should be those which are most appropriate to densely settled urban areas well served by rapid transit facilities.

Zoning Recommendations

The following are the Bronx Model Neighborhood's chief "Zoning Recom-



Luis Nino,
Chairman
Physical Development Subcommittee

mentations" based on the above Approaches. (The Recommendations are represented graphically on the *Proposed Zoning Map*.)

Residential Development

Protect the area's desirable low density row and semi-detached housing, including that in the proposed Mott Haven Historic District, by rezoning to R5.

Zone R6 those areas which are presently developed and may be expected to retain overall densities below the area's current R7-1 designation, to prevent the splitting of multiple dwellings into smaller apartments, and to retain the area's generally low bulk. These include portions of 1) the area east of St. Mary's Park; and 2) the area bounded by Dawson and Beck Streets, Leggett and Avenue St. John, 3) areas east of Prospect Avenue, 4) areas in the vicinity of Hoe and Vyse Avenues, Boone Street, West

Farms Road and Jennings and Freeman Streets.

Zone R7-2 those areas which either border major streets or are near transit services, major community facilities and parks. Such streets include Boston Road and Wilkins, Prospect, Longwood and Third Avenues, East 149 and East 163 Streets.

Industrial and commercial uses on the south frontage of Leggett Avenue between Southern Boulevard and the Bruckner Expressway should be phased out and replaced by moderate density housing.

Zone R7-2 those areas which are presently developed and may be expected to retain overall population densities in excess of the current R6 designation of the area.

Vacant or low intensity commercial uses at the southeast corner of St. Mary's Park should be replaced by new housing.



Industrial and commercial uses south of East 149 Street on Southern Boulevard, on Timpson Place, East 145 and East 147 Street should be phased out and replaced by moderate density housing. Industrial and commercial uses should be replaced by moderate density housing on blocks bounded by East 135 to East 147 Streets and Third and Lincoln Avenues. Rezone this M1-2 district for residential use.

A Satellite Neighborhood should be developed on air rights over a portion of the Mott Haven railroad yards, and on a portion of Randall's Island. This community should be functionally linked to the Mott Haven community.

High Density Residential Development

East 138 Street and Brook Avenue, where the Brook Avenue subway station on the Pelham Bay Line is located, is the site of a proposed express station on the Second Avenue Line. It is also the focus of an existing commercial concentration. This site should be the major commercial and community facilities focus for the Mott Haven community and should be developed for moderate to high density residential and commercial uses.

Crames Square, which is the site of the Crames Square station of the Pelham Bay Line, and the site of a possible new station on the Second Avenue Line, should be developed with high density housing (R8) with commercial uses at ground level.

Bronxchester Urban Renewal Area is located adjoining the transit and commercial "Hub" of the Model Neighborhood. The high density residential (R8) proposal for this development has been incorporated into this zoning design.

Commercial

The area around the East 149 Street station of the Pelham Bay Line, at the intersection of Southern Boulevard and Prospect Avenue, should be developed for moderate density housing and related commercial uses.

Rezone the following areas to C4-4 in recognition of the current commercial focus: the Wilkins Avenue-Southern Boulevard area, at the Freeman Street El station; the area around the intersection of East 149 Street, Prospect Avenue and Southern Boulevard; the area around the intersection of Prospect, Westchester and Longwood Avenues. Also extend the existing C4-4 designation north of Westchester along Southern Boulevard.

The McKinley Square area at Boston Road and East 169 Street should be developed with major commercial and community facilities to serve as a focus for the Morrisania community.

Manufacturing

Sites along the Dyre Avenue El transportation corridor should be developed with non-residential uses. Existing residential uses should be phased out. Designate the Dyre Avenue El transportation corridor as M1-5, with the exception of the areas noted above, which should be zoned C4-4.

Land west of Cypress Avenue, between East 135 and 138 Streets, should continue to be industrially zoned.

Redesignate the area's M1-1, M1-2 and M1-3 manufacturing districts, where appropriate, to the M1-5 designation which requires less parking and loading space, and permits greater bulk.



Chairlady, Morrisania
Physical Development
Committee



Right: Veralyne Hamilton,
Second Vice Chairman, Policy Committee

Left: McKinley Square
Above: June Salters,



Planning and Architectural Department

The Planning and Architectural Department, staffed by community residents and part of the South Bronx Model Neighborhood Office, helps coordinate planning changes prepared and recommended by the Model Cities' planning consultant and by city agencies. The department:

- provides planning and monitoring efforts in areas not covered by the planning consultant;
- continues planning efforts already formulated by the Neighborhood;
- provides technical services to organizations and helps locate physical facilities to house programs and activities;
- in consultation with Bronx Model Cities program directors and coordinators, produces designs and drawings for space to house programs;
- prepares designs and provides coordination for playlots in the Bronx Model Cities Open Space Program;
- provides coordination of physical planning with the rapid deterioration of the physical environment;
- maintains planning records, both graphic and statistical, including block and lot histories and maps indicating ongoing and proposed programs and sites;



conducts continuing field surveys employing college aides and community residents to keep the planning files current.

The physical development activities listed above embody a general monitoring process for all physical plans developed for the Model Neighborhood. Through this process there is less likelihood of Neighborhood developments being hampered by loss of property through sale, excessive relocation loads or by delayed demolition of properties that would in turn delay new construction.

In the future the department's continuing goal will be to monitor, update and prepare technical recommendations for further physical development projects. The department will also advocate plans which minimize the effects of whatever relocation is necessitated by new construction and rehabilitation projects. Concern for the area's families and businesses is in line with Model Cities' commitment to help strengthen the Neighborhood's social roots and to cultivate a positive "sense of community."





Redevelopment Highlights and Future Objectives

The pattern of Model Cities' essential contributions and focus on the future is outlined below for easy review.

The Model Neighborhood has gained impetus for change from comprehensive planning, from advocacy of community plans during coordinations with implementing city agencies and from application of Model Cities Supplemental Funds to make implementation possible.

Comprehensive planning efforts have yielded highly utilitarian, dual land use policies. "Rebuilt" and "Renewed" Neighborhood areas for extensive and selected redevelopments have been mapped out. And the use of out-moded streetbeds for building-sites has gained acceptance.

The dual use of land concept is finding its best application in conjunction with combined school and housing sites. Through combined planning additional school and housing sites are available at good locations within the community and with lowered site-cost and relocation burdens.

"Rebuilt" and "Renewed" Neighborhood designations, grown from door-to-door surveys, outline areas within the Model Cities' boundaries which are either unsuitable for rehabilitation and require demolition and large scale rebuilding or which stand in exceptional need of selective new housing construction in combination with rehabilitation of existing structures. The designations indicate the areas where the emphasis in new housing or renovated housing, respectively, should be directed.

Streetbeds are to be closed, in several Model Cities Phase I new housing site-proposals. The affected streets' function in traffic flow is practically nil, while their use in housing sites would result in increased play and living space and reduced site cost without relocation of families and businesses.

Another major input of Neighborhood planning has been via its approaches to relocation of residents whose homes have been slated for renewal projects. Model Cities' influence in this regard is, first, to minimize relocation; second, to promote phased-redevelopment, thereby allowing relocation to occur within a block under renewal. Its further purpose is to stimulate an ongoing city policy to help residents relocate within or nearby their neighborhood circle. An alternative is to give the dislocated a high priority in neighboring public housing apartments of their choice.

While continuing to advance these designs for improvement, the Model Neighborhood will forward several other future-oriented objectives. Leading among these will be complementary phases of Model Cities housing construction and use of Housing Assistance Program Supplemental Fund monies to promote sponsorship by community corporations.

"Satellite Neighborhood" developments (such as the planned Garrison Avenue and Randall's Island communities) would be corollary improvements to subsequent Model Cities housing projects. Special developments within the Neighborhood proper, meanwhile, include the greatly needed South Bronx Community Park and the Hostos Community College-Civic Center Complex.

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